



This is a digital copy of a book that was preserved for generations on library shelves before it was carefully scanned by Google as part of a project to make the world's books discoverable online.

It has survived long enough for the copyright to expire and the book to enter the public domain. A public domain book is one that was never subject to copyright or whose legal copyright term has expired. Whether a book is in the public domain may vary country to country. Public domain books are our gateways to the past, representing a wealth of history, culture and knowledge that's often difficult to discover.

Marks, notations and other marginalia present in the original volume will appear in this file - a reminder of this book's long journey from the publisher to a library and finally to you.

Usage guidelines

Google is proud to partner with libraries to digitize public domain materials and make them widely accessible. Public domain books belong to the public and we are merely their custodians. Nevertheless, this work is expensive, so in order to keep providing this resource, we have taken steps to prevent abuse by commercial parties, including placing technical restrictions on automated querying.

We also ask that you:

- + *Make non-commercial use of the files* We designed Google Book Search for use by individuals, and we request that you use these files for personal, non-commercial purposes.
- + *Refrain from automated querying* Do not send automated queries of any sort to Google's system: If you are conducting research on machine translation, optical character recognition or other areas where access to a large amount of text is helpful, please contact us. We encourage the use of public domain materials for these purposes and may be able to help.
- + *Maintain attribution* The Google "watermark" you see on each file is essential for informing people about this project and helping them find additional materials through Google Book Search. Please do not remove it.
- + *Keep it legal* Whatever your use, remember that you are responsible for ensuring that what you are doing is legal. Do not assume that just because we believe a book is in the public domain for users in the United States, that the work is also in the public domain for users in other countries. Whether a book is still in copyright varies from country to country, and we can't offer guidance on whether any specific use of any specific book is allowed. Please do not assume that a book's appearance in Google Book Search means it can be used in any manner anywhere in the world. Copyright infringement liability can be quite severe.

About Google Book Search

Google's mission is to organize the world's information and to make it universally accessible and useful. Google Book Search helps readers discover the world's books while helping authors and publishers reach new audiences. You can search through the full text of this book on the web at <http://books.google.com/>

School of Business Library
Columbia University

NOV 24 1941

A HISTORY
OF THE
Shoe and Leather Industries
OF THE
United States

Moses V. Arnold

A HISTORY
OF THE
SHOE AND LEATHER
INDUSTRIES
OF THE
UNITED STATES
TOGETHER WITH
Historical and Biographical Notices

BY
CHARLES H. McDERMOTT
(Formerly Editor of the Boot and Shoe Recorder)
and Others

ILLUSTRATED

Revised and Enlarged Edition

VOLUME II

BOSTON
JOHN W. DENEHY & COMPANY
1920

COLUMBIA

UNIVERSITY

1920

Bus
355
M11
V2

Copyright, 1920
by
JOHN W. DENEHY & COMPANY

41-32417

ALBINO
YTBREVMU
VRA 801 :

CONTENTS

VOLUME II

CHAPTER	PAGE
XVII THE LEATHER AND SHOE FINDINGS TRADE (By <i>Frank W. Whitchoer</i>)	241
XVIII THE HARNESS AND SADDLERY INDUSTRY	245
XIX THE LEATHER GLOVE INDUSTRY	251
XX THE RUBBER SHOE INDUSTRY	254
XXI REPRESENTATIVE FIRMS AND INSTITUTIONS	261
HISTORICAL AND BIOGRAPHICAL NOTICES	285
INDEX	

ALFRED W. DONOVAN

FRANK W. WHITCHER

Chapter XVII.

THE LEATHER AND SHOE FINDINGS TRADE

BY FRANK W. WHITCHER

In order that we may more fully appreciate the growth of the Leather and Findings Business, let us go back to the early days of our history when Thomas Brand, the first shoemaker, came over in the Mayflower and brought his sole leather and tools with him, settled in the old city of Salem, Mass., and Isaac Rickman, who followed in 1629, also settled there.

In those colonial days the shoemakers or cordwainers, as they were termed, traveled from house to house, making shoes for each member of the family, often taking their pay in lodging, corn, bear skins and wampum, as money was a scarce article.

At the close of the Revolutionary War they were receiving from fifty cents to seventy cents per day.

Their kit consisted of two or three knives of different shapes, the rasp, lapstone, for hammering the leather out upon and shaping it to the bottom of the shoe, hammer, rubstick, edge polishing stick, wax, thread, bristles, awls and a bottle of blacking.

Those he could put in a bag or bundle and take with him while journeying from place to place.

There was little change from that method of supplying shoes for some years, but as the country grew and more people came to our shores, the shoemakers opened little shops in the larger towns, making shoes to order and doing repairing work as well.

The best grades of shoes were imported from France because of the softness and fine quality of upper leather.

In the early days of shoemaking the soles were fastened with wooden pegs which were whittled out of maple, and not until the year 1811 was there sufficient demand to warrant anyone going into the business of making pegs to supply the repairers.

As the country developed and the business of shoemaking increased, there came a demand for something better than shoe pegs, and in the year 1812 Elisha Hobart of South Abington, Mass., commenced the manufacture of shoe nails.

A Mr. Ezekiel Reed of Hanover, Mass., also started making nails in that year.

Buttons, shoe lace and buckles imported from abroad, were the means of fastening shoes on the feet; and shoe strings, as they were then termed, were used as early as the year 1607 and of various colors.

The discovery of gold in California created a great demand for shoes and proved a stimulus to the development of shoe machinery.

Up to that time hand work prevailed in the manufacture and repairing of them.

It is a singular fact that from the period of the Roman Empire until the introduction of power machinery there was very little change in the tools used by shoemakers.

With the advent of the Pegging Machine, McKay Sewing Machine, and later the Goodyear Welt Machine, came a marked reduction in the cost of shoes and a tremendous expansion in the volume of the business, bringing with it a rapidly growing demand for supplies and findings.

I well remember the shoe findings store of 1865, in which were carried a small assortment of knives, threads, pegs, awls, hafts, wax, bristles, blackings, French calf skins, iron and wooden lasts, cements, French chalk, cork soles, peg cutters, shoe stretchers, tacks, shoe nails, leather laces and sides of hemlock and union sole leather.

In those days the business on shoe pegs had developed to quite large proportions, a power splitting machine having been invented about the year 1837 or 1838 by S. K. Baldwin of Laconia, N. H., to make them in quantities out of white birch and in about 125 different sizes, ranging from five-sixteenths to two inches in length, and fifteen different diameters or wires from four to nineteen to an inch.

The long-legged pegged boots for men were in vogue then for daily use; the hand-sewed shoe being used more for dress occasions.

In 1875 there were thirty-five peg mills in the country, making about 75,000 bushels per year, and we bought them in car-load lots.

There was then a large business in shoe uppers and fitting them for custom work, but with the constant reduction in the selling price of factory-made shoes and the greater variety supplied by the shoe dealer, the shoe findings business gradually underwent a change.

From that time the demand for shoe uppers, shoe pegs, and many articles used in making custom shoes steadily diminished, while with the larger business came a broadening of the varieties of articles used with the new shoes.

The advent of an advertised one-price shoe, which was started by James Means of Brockton, Mass., somewhere about the year 1885, brought a still greater enlargement of the volume of business, coupled with a general improvement in the shoe stores themselves, and with it, the beginning of the findings department in the retail store.

With the cheaper prices for new shoes, the beautiful styles and high finish, which were much more attractive than shoes made the old way, many people adopted the plan of not only having their everyday shoes, but shoes for dress and outing purposes, all of which required articles of findings to go with them.

From 1865 to about 1880 the eyelets were principally what were then called

HERMAN L. BEAL

B Long or No. 7 Long, and were no larger in diameter than the holes made for the blind eyelet shoes of today.

Since then there have been developed the celluloid top and fast color eyelets in many sizes and colors; also the blind eyelet, and they are used in very large quantities.

Until the year 1875, and even later, many old-fashioned plow shoes with skate buckles were manufactured. The buckles were attached by a leather strap, which were secured to the shoe with a small rivet and washer.

That being unsightly, Mellen N. Bray of Boston, Mass., conceived the idea of a tubular rivet which made a smooth finish and gave a much neater appearance to the shoe; the use of which grew rapidly, and from that the tubular stud was developed for the front of lace shoes, and later on the lacing hook, all of which have been used in enormous quantities.

In the early days a large part of the blackings, shoe polishes, calf skins, cast nails and articles for the findings trade were imported mostly from England and France, but as the demand increased people went into manufacturing the different articles in this country.

For the convenience of the repairing trade, leather which used to be sold by the side is now cut into soles, taps, top lifts and every desirable shape used or required, and the consumption of it is very large.

In 1898 the use of rubber heels was first started in Lowell, Mass., and has since proven quite a large factor in the leather and shoe findings business.

From small beginnings, the expansion of this business has been such that there are now in the vicinity of seventy-five manufacturers in the country, with the business constantly increasing, making millions of pairs per year, and in the last five years, owing to a rapid advance in the cost of leather, rubber and fibre soles have made an added line which are produced by those manufacturers in liberal quantities.

The so-called fibre sole is being used in place of leather.

During the last twenty years many articles have been invented or developed which add to the comfort of the footwear of the individual.

Besides rubber heels, which are undoubtedly of much benefit, the arch support has proven one of the greatest helps in relieving broken down arches; the bunion protector, from the pain of the bunion; the different kinds of stretchers to relieve any portion of the shoe which pinched or pressed sufficiently hard on the foot to cause inflammation.

In addition to the enormous increase in the shoe business, which brought with it the use of a constantly increasing variety of findings, the development of the machine shoe repair shop has proven a still further incentive for the use in those shops of many new articles; the demand for which has tended to increase the volume of business.

Until about the year 1890 the leather and shoe findings business of the country was of comparatively small proportions; there being a few jobbers in the very large cities and those supplied the smaller trade in the intervening coun-

try, but with the expansion which has taken place in the production and use of all of the articles required either to accompany new shoes or to supply the up-to-date repairers with their requirements, there is hardly a city in the country but which has its good-sized leather and shoe findings store, carrying a liberal supply of these articles which are so necessary to give shoe comfort to the people.

Every year sees some improved article brought out which is either used in making or repairing the shoe, or to give still greater shoe service.

The growth of the business is truly phenomenal and as every up-to-date shoe retailer has a well stocked findings department which is looked upon as quite a factor in the business, and as the shoe repairing of the country is growing by leaps and bounds, with the educational work conducted by the Trade Promotion Bureau of the National Leather and Shoe Finders' Association, St. Louis, Mo., under the very efficient management of George A. Knapp, its secretary-director, who is educating the repairers to greater efficiency, and as repairers also are beginning to carry a general assortment of findings for their trade, the outlook for the future of the business is indeed bright and promising.

As we look back over the development of the shoe industry, one realizes fully how the leather and findings business has kept pace with the growth of the shoe business and of the country itself.

All of the large lines like dressings, cements, blackings, waxes, lacing hooks, eyelets, laces, rubber heels and soles, arch supports, button hooks, shoe buttons, button fasteners, buckles, overgaiters, leggings, bows, knives, repairing machinery, have developed from small beginnings to such proportions that each is a business by itself in which there are a number of large manufacturers engaged.

Such an enormous growth in so comparatively few years is simply marvelous, and as modern shoe repairing by machinery is yet in its infancy one hardly dares to predict the great expansion which is bound to come to the business, with the development of the shoe repairer into a larger sphere of action. The high prices of leather and consequently of shoes, coupled with the necessity of economy by the public through having their shoes repaired, cannot help creating a rapidly enlarging demand for leather and findings which should prove most gratifying to all who are engaged in the business.

FRANK H. GAGE

Chapter XVIII.

THE HARNESS AND SADDLERY INDUSTRY

The harness and saddlery industry of the United States in the early part of the last century seems to be shrouded in obscurity. In its incipency this industry showed much crudeness and large room for improvement. Agricultural development was extremely slow. The soil was turned by a wooden plow to which oxen were attached, bearing a heavy wooden yoke tied with coarse raw-hide thongs. The process of harvesting was equally crude. The roads were in an almost impassable condition, very little improvement having been made in this direction, except in the towns and cities of the New England States. The condition of the roads to the interior settlements was such that freight could be conveyed only on pack-horses, and later by two-wheeled carts drawn by oxen. Under these conditions it may be easily understood that there would be a very small demand for harness, least of all the lighter grades, because light vehicles would be entirely unsuited to such roadways.

The horse was chiefly used for saddle riding. The United States mails, the news and important messages were sent by mounted messengers, the majority of the equipment for this use being imported from England. The saddle-trees, buckles, bits, etc., required for the few riding-saddles made in the United States were necessarily imported, for the reason that those made in this country were of a very primitive form. Saddlery hardware, one of the important accessories to the saddlery business, was first made by Seth J. and Alvin North, at New Britain, Conn. They conducted a blacksmith shop, where among a large variety of articles that they made, were bridle-bits, harness and shoe buckles and rings. These were produced from wire drawn out at first by hand, but later by horse power. All the finishing work on these goods, such as polishing, welding and putting on the tongues of the buckles, was executed manually, naturally a slow process, and but few goods could be turned out in any given month or year.

Learning that a more rapid process than hand-polishing was in use at Middletown, Conn., Alvin North, one of the partners of the above named firm, went there to learn the process. After paying \$25 for the secret he was told to take an old woollen stocking and, after darning the holes, fill it with the articles to be polished and add a number of small pieces of soap. The whole was to be dipped into a pail of warm water, the stocking then being rubbed between the hands. This process was certainly a quaint and simple one, but the firm found that it would save the labor of half a dozen girls. Subsequently they substituted canvas bags for the stockings, which were used until the introduction of tumbling-barrels.

As civilization advanced, there came a demand for better roads and drive-ways, and with this arose a greater need of saddlery. Factories were established, the chief of these being in Newark, N. J., Hartford, Conn., Wheeling, W. Va., St. Louis, Mo., Louisville, Ky., and Cincinnati, Ohio. The greater part of the harness made at this time was for heavy stages and wagons, used for transportation of passengers and in business traffic for agricultural purposes. The deep black soil of the western prairies made carrying goods by wagons during certain seasons of the year impossible, and as a result the call for riding-saddles became urgent. Saddles made in foreign countries were not suited to the undeveloped West, with its rude frontier life, nor were they adapted to the South, where conditions were equally peculiar. Thereupon the inventive genius of the Yankee produced a tree made of wood, covered with rawhide. With its long skirts and fenders it was a protection from the elements and the numerous and deep quagmires.

The inconveniences under which manufacturers labored, especially in the West, were those of obtaining their supply of saddlery hardware for making these horse equipments. It was necessary to import largely from England, and it required many months after the order was placed before the goods were received. This was because they were shipped by sailing vessels to New Orleans, and then sent up the Mississippi and Ohio Rivers to their respective destinations. During the years from 1822 to 1833 the importation of foreign saddlery hardware was large, such things as bits, buckles, spurs, stirrups, rings and also webs of all kinds being imported. In 1828 the Franklin Institute awarded a medal to Seth Boyden for the first buckles and bits made of annealed cast-iron. It is said that the process was first attempted by putting a few pounds of cast-iron into an ordinary cooking-stove. In this manner it was discovered that the cast-iron by being baked became annealed, and thus a great stride was made toward the successful manufacture of saddlery hardware in this country.

It might be proper at this point to note a little of the personal history of one of the most remarkable men in the saddlery trade—one to whom more is due for the progress and prominence of the saddlery interest than to any other man. This was Peter Hayden. He was born in Oneida County, New York, in September, 1806, and was brought up in Cummington, Mass. He was a member of a family of inventors, and gave evidence in early life of his predilections for mechanical pursuits. About 1828, when Hayden was twenty-two years of age, he commenced the manufacture of hames and saddlery at Auburn, N. Y. Few men were employed at the start. When the stock accumulated he would load up a wagon or sleigh and sell his stock in central New York and Canada. In 1835 Mr. Hayden entered into a contract with the State of Ohio for the employment of convict labor in the manufacture of hames, saddle-trees, saddlery hardware and chains, employing at different times from 100 to 300 convicts, besides a large force of free labor. He was eminently qualified for the business of manufacturing, as his mechanical skill and ingenuity enabled him readily to determine the best means for accomplishing results. He had industry and per-

severance, and united with these a ready willingness to take hold of any branch of his business and by personal effort bring it to a successful issue. As his business increased he extended it into other departments, ultimately opening connection with mercantile houses for the sale of his manufactures in Cincinnati, St. Louis, Chicago, Detroit, Galveston, San Francisco and New York City. Thus from a very small beginning, aggregating at the start a few thousand dollars per year, his business increased until it reached millions, and the importation of foreign saddlery ceased almost entirely through his efforts.

The business of making horse-collars was first undertaken in this country by Timothy Deming in 1828, at East Hartford. He invented the short-straw collars and the blocks on which to make them, patenting the latter. Previous to this time collar makers lived the life of itinerants. Their practice was to go from place to place and hire themselves to any of the harness makers whose stock of collars needed replenishing.

There was but little change during these years in the mode of manufacturing saddlery. The custom in vogue for twenty-five years still prevailed. Such harnesses as were turned out were intended for hauling and for agricultural uses. Machinery was not in use in the earlier years of this period, and few, if any, wholesale establishments existed during this quarter century. It needed the introduction of machines to bring about the concentration of capital and the massing of workers into large factories. This may be attributed to the fact that without machines the large establishments would have no particular advantage over the smaller ones, and therefore there would be no incentive to manufacture on a large scale. The principal manufacturers were jobbers as well and carried a stock of saddlery hardware. They were located in the larger cities, supplying small makers throughout the surrounding territory. In those years the buyers visited the makers—quite a reversal of present-day practices. The modern traveling salesman carries the market to the buyer.

In 1853 the first wax-thread chain-stitch sewing machine was patented by a New England company. Three years later it was brought into practical use, but was employed almost exclusively upon the sewing of boots and shoes in the New England States. It was nearly ten years later before it was used in the manufacture of harness. The prejudice was very great against machine stitching. Many years, therefore, passed before it was used to any extent. The rapidity with which the work could be done by this machine, and the great reduction it effected in the cost, gradually brought it into favor with the maker. Another very important improvement was the creasing machine. This was originally invented by W. K. Thornton, of Niles, Mich., about 1858, and proved to be a great labor-saving device. The small trade, however, was quite slow to adopt anything which made a radical departure from old time and traditional methods and the inventor was obliged to introduce his machines from shop to shop by leaving them on three months' trial. A few years later he entered into partnership in Cincinnati under the firm name of Thornton & Perkins, the business being sold out to Randall & Company in 1865.

The New England sewing machine and the creasing machine were the only two important inventions of which we have any record that proved to be of lasting benefit to the trade, and to them may be credited the beginning which led the revolution in the manufacture of harness. Probably the most important invention up to this time relating to harness was the iron gigtree. E. A. Cooper, of Lancaster, N. Y., patented a tree April 3, 1866. The most practical gigtree, and one almost universally used by the saddlery trade, was subsequently patented by Samuel E. Thompkins, of Newark, N. J., on January 30, 1872. The importance of this invention may be better understood when it is stated that all the buggy saddles purchased up to this time were made on wooden trees, most of these being imported from England, and it was only a few years after the iron tree was introduced that the wooden tree was discarded.

The government census of the industry made at the close of this period will serve to show its extent. Considering the primitive ways of producing the goods, it is no wonder that the value of the product was small as compared with the report of twenty years later, which, it should be remembered, included only one-third as many establishments. The number of establishments was 7,607; the total capital employed \$13,935,961; the wages paid, \$7,046,207, and the number of employees, 35,555; the total product, \$32,709,981.

The progress in the saddlery business at this time was phenomenal. Improvements and labor saving machinery were introduced into the large factories. As a result the cost of products was naturally lessened, and as a logical sequence the demand for the goods was increased. Light driving or buggy harness, which previous to this time was sold in small quantities only, now found a large market. Factories were taxed to their utmost capacity to supply the needs. The low-priced carriages and buggies which now appeared in the market contributed in no small degree toward swelling the call for harness. Hitherto such vehicles were turned out by hand process only; but now machinery entered into their production, with the inevitable result of cutting down the cost and increasing the demand. A greater use of vehicles of this sort meant, of course, a great stimulus to the manufacture of light harness, which was revolutionized. The apprentice system of turning out skilled mechanics seems to have been abolished, it being no longer the rule to serve long years at the bench. The work was now accomplished by a division of labor. No single workman made a complete harness. He exercised his skill upon the production of single parts, and hence became proficient in turning out that sub-division for which he had special aptitude.

Many labor-saving devices and machines were now used. Space will not permit mention of many of these, but as illustrative of the changes and conditions which were now operative reference might be made to one or two of the principal machines. The Bosworth lock-stitching wax-thread sewing machine was patented in March, 1872, and re-issued in 1880 and 1882; and later the Campbell lock-stitching machine, which was patented in 1880 and re-issued about 1888, to a great extent supplanted hand sewing. The stitches were interlocked, making the sewing alike on both sides, and giving the appearance of hand sew-

ing. This was a great boon to this industry, for the harness-sewing machines previously used were objectionable to a great degree, as they made a chain-stitch, and the work was not as satisfactory. These new machines were leased upon a payment of a bonus and an additional rent of five cents for each 1,000 stitches. Subsequently competition brought about a reduction in the cost of operating the machines, the charge taking the form of a regular monthly rental.

The following kinds of harness machinery have been great labor-saving inventions, and are considered indispensable in well-equipped factories: Tubular riveting machines, dispensing with the hand-riveting entirely; box-loop sewing machines, sewing up all the long loops, formerly sewed by hand; quilting machines for quilting pads, gig and riding saddles; power trace trimmers; power trace polishers; power splitters and dieing-out machines. This list takes no account of the smaller but important tools. Of these a great number could be mentioned.

In 1863 Barbour Brothers established at Paterson, N. J., the first factory for making harness threads in this country, all this product previous to this time having been imported from Ireland.

The introduction of hard-rubber-covered harness trimmings was an event of note. Andrew Albright, of Newark, N. J., patented this process in 1867. It is purely an American invention and has figured conspicuously as a mounting for fine harness.

In the manufacture of horse-collars great progress was made. Many experiments were undertaken to stuff horse-collars by machine, but all efforts seemed futile. It was commonly held that such a thing could not be done. Old-line collar makers insisted that to stuff a collar by machine involved so many difficulties that only an exceedingly visionary person would ever seriously consider the scheme. As usual, the seemingly impossible was accomplished. The successful inventor in this instance was William Foglesong, living in Dayton, O., who took out his first patent in 1883. By the use of his machine an immense stride was taken in the manufacture of collars. Large establishments absorbed the many small and insignificant collar shops. The old slow and laborious hand process gave way to the rapid machine method, its products being astonishingly smooth. It quickly won a place with the trade.

No other improvements of special note were made until the year 1892, when R. Brownson, of St. Paul, Minn., invented a metal-staple machine for sewing collars with metal staples. This was a great innovation in the manner of preparing collars ready for the stuffing machine, and the rapidity with which this work can be done is marvelous. A set of these machines will do as much work as was formerly done by twenty men.

The fever of combinations, trusts and associations which was spreading throughout the country reached the saddlery manufacturers in 1890, and a move toward organization for conference and mutual improvement was made in that year. The western manufacturers called a meeting at St. Louis, at which a few

manufacturers were represented. An organization was formed which called itself "The National Wholesale Saddlery Association of the United States."

In 1899 there were 873 harness and saddlery establishments in the United States. The total amount of capital invested in these enterprises was \$20,463,000. The average number of hands employed was 14,364, and the wages which they received amounted to \$6,254,000. The value of the product that year was \$19,771,000.

By 1909 the number of establishments had increased to 1,347, the total capital invested to \$39,224,000, and the value of the product to \$21,047,000. The average number of wage earners was 14,632, only 268 more than a decade before. Collectively, they received \$8,071,000 in wages, or \$1,817,000 more than in 1899.

According to the census of manufacturers for 1914, there were at that date 2,551 saddlery and harness establishments in this country, which represented \$45,207,000 in capital. The average number of persons employed in the industry was 12,969, and their wages came to \$7,996,000. Goods to the value of \$53,559,000 were manufactured from raw materials costing \$33,086,000.

In 1914 New York, the leading state in the manufacture of saddlery and harness, had 246 establishments, which produced goods of this kind worth \$2,675,000. Illinois came next with 216 establishments and a product valued at \$3,433,000. Pennsylvania had 189 and a product of \$2,124,000; Ohio had 154 with a product of \$4,870,000; Indiana had 152 with a product of \$3,006,000. Massachusetts, which has never been an important harness and saddlery centre, had but 43 establishments, whose entire production was valued at only \$837,000.

Chapter XIX.

THE LEATHER GLOVE INDUSTRY

The glover's art is centuries old in Europe, but its beginnings in this country are almost or quite within the memory of men now living. Mittens were not unknown to the Indians, and the earliest settlers in the country made for themselves rude hand covers from the skins of wild animals; but glove manufacture as an American industry is only about sixty years old. A Vermonter named Burr was among the earliest to establish it, at what is now the city of Gloversville, N. Y. Deer were plenty in the neighboring forests, and their skins were the chief material used. The early products were no doubt crude, but they sold and their sale was profitable.

For many years deerskin, usually called buckskin, was the only leather thought to be suitable for a driving or working glove. Sheepskin was used, but it was weak and pulpy. Two or three towns in New Hampshire attained a good reputation for buck gloves, and in later years factories have been established in various parts of the country, notably in Illinois, the Northwest and California; but the chief seat of the industry is at Gloversville and Johnstown, Fulton County, N. Y.

Buckskin remains the preferred material for heavy gloves, and varies much, from the thick "jack" hide of the torrid zone to the thin, tough cuticle of the Rocky Mountain deer. Other leathers are approved. Sheepskin is now so dressed as to make it durable in all weathers, and the equine, bovine, and porcine hides are all valuable for hand-wear purposes of the rougher sort. Genuine dogskin is made up by a few firms, the stouter skins entering the above category, while the finer ones may do for street wear.

For the purpose last named many skins are utilized. Among them are the goat, kid, lamb, antelope, calf, Egyptian sheep (mocha), and cabrita or South American kid. Chamois is largely used. The best castor gloves are made from antelope. Coltskin has a fine surface and wonderful durability. Mocha and cabrita resemble castor, having a velvety finish. The former has the grain side outward, while the latter reverses that order. Goat, lamb and kid are the staple leathers for street and dress purposes. Reindeer has been added in recent years and makes a good dress glove.

Kid and lamb skins dressed are extensively imported to be made up here: but these and all the other kinds are also brought in a raw state from all over the earth, to be made into glove leather in the scores of tanneries in Fulton County, New York.

The manufacture of the finer class of gloves—kid, castor, etc.,—in the United States is hardly forty years old, but within that time what progress has

been made! In fact, the last fifteen years have been a period of rapid growth. Formerly it was thought necessary to label domestic gloves with foreign brands, but it is not so now. The importations of gloves of European make are still large, owing to the excellent reputation of some lines; but probably more than four-fifths of all the leather gloves used in this country are of home manufacture.

A summary of the general results of the 1914 census of manufactures for the leather glove and mitten industry, issued by Director Rogers, of the Bureau of the Census Department of Commerce, consists of a statement of the quantities and values of the various kinds of leather gloves, mittens and gauntlets manufactured in the United States during the census years 1909 and 1914, and in part is as follows: Returns were received from 350 establishments in 1914, with products valued at \$21,614,109. For 1909 there were reported 377 establishments with a total value of products amounting to \$23,630,598.

The production of gloves, mittens and gauntlets in 1914 was 3,082,376 dozen pairs, as against 3,368,655 dozen pairs in 1909, making a decrease of 8.5 per cent.; and the value decreased from \$22,525,861 in the earlier year to \$20,296,558 in the later, or by 9.9 per cent. These decreases were caused principally by labor troubles, including a protracted strike during a portion of the year 1914.

Men's gloves and gauntlets largely outnumber all kinds, forming 76.8 per cent. of the total both in 1914 and in 1909. The output of these products, however, decreased in quantity from 2,585,977 dozen pairs in the earlier year to 2,367,263 dozen in the later, or by 8.5 per cent., and in value from \$17,060,797 to \$15,334,605, or by 10.1 per cent. Of men's gloves, the unlined kind formed 66.4 per cent. of the total in 1914, the lined 25.1 per cent., and the part leather and part fabric kind 8.5 per cent. In 1909 the unlined formed 64.4 per cent. of the total and the lined 35.6 per cent.

The output of women's and children's leather gloves, mittens and gauntlets in 1914 amounted to 425,501 dozen pairs. This number represents a decrease of 54,163 dozen pairs, or 11.3 per cent., as compared with the 1909 figure; and the value decreased during the same period by \$427,253, or 9.7 per cent. This decrease was due almost entirely to the falling off in production of the lined kinds, which show a decrease of 53,003 dozen pairs, or 34.6 per cent. in quantity, and of \$248,454, or 24.5 per cent. in value, during the five-year period. For the unlined kinds the decrease amounted to only 1,160 dozen pairs, or four-tenths of 1 per cent. in quantity, and to \$178,799, or 5.3 per cent. in value.

The output of boys' leather gloves, mittens and gauntlets, which formed 9.4 per cent. of the total production of leather gloves, etc., in 1914, and 9 per cent. in 1909, was 289,612 dozen pairs in the later year and was 303,014 dozen in the earlier, the decrease amounting to 4.4 per cent., and during the same period the value decreased from \$1,074,641 to \$998,783, or by 7.1 per cent. In this class the lined kind predominates, forming 82.1 per cent. of the total in 1914 and 70.1 per cent. in 1909, and this is the only kind that shows an increase in production in the later year as compared with the earlier. The number re-

ported increased from 212,503 dozen pairs in 1909 to 237,815 dozen pairs in 1914, or by 11.9 per cent., while the value increased from \$703,335 to \$799,153, or by 13.6 per cent. The unlined kind shows greater percentages of decrease than are indicated for any other class of products, namely, 42.8 per cent in quantity and 46.2 per cent. in value.

The value of the production of leather gloves and mittens in the United States since 1849 has been as follows: 1849, \$708,000; 1859, \$1,177,000; 1869, \$3,999,000; 1879, \$7,380,000; 1889, \$10,104,000; 1899, \$16,926,000; 1904, \$17,740,000; 1909, \$23,631,000; 1914, \$21,614,000.

In 1914 New York was the leading glove-manufacturing state, having 216 establishments, most of which were located in Gloversville. Next in order came Illinois with 28 establishments; California, 24; Wisconsin, 24; Iowa, 8; Pennsylvania, 7; Washington, 6; Massachusetts, 5; Minnesota, 5, and Indiana, 4. All the other states together had 25, making the total for the United States 352 establishments.

Chapter XX.

THE RUBBER SHOE INDUSTRY

The rubber industry in the United States can hardly be said to have had any real and tangible existence until the discovery of the process of vulcanization, a little over seventy years ago. It may, however, prove not uninteresting to go back a half-century earlier, to the very beginnings of rubber history in this country, for the first half century of this industry, though it achieved little else than failure, is, perhaps, fully as instructive as the last half-century, which has been marked with such constant and conspicuous success.

The first rubber ever imported into this country was brought into Boston in the year 1800. By a singular coincidence, Charles Goodyear was born this same year—the man who was destined to convert this useless sap of the southern forests into a product that should contribute in a thousand ways to the comfort and wealth of humanity, and to the progress of science and art. While rubber was unknown, prior to this time, in the United States, it was by no means a product of recent discovery. Columbus found the natives of South America using it, and the Spanish soldiers, who followed in his wake, smeared their cloaks with the liquid gum to make them waterproof. French savants, visiting the New World in the earlier part of the 18th century in quest of scientific information, took back accounts of the strange forest trees whose sap could be moulded into shoes which were as flexible as leather and as impervious to water as metal.

It was not, however, until 1770 that rubber was utilized in any civilized country; then a few pieces of it were sent to England to be used by artists for erasing pencil marks. It is a singular fact that rubber derives its name from this trivial circumstance, the name "India" coming either from the fact that it was gathered by the Indians of South America, or, possibly, because some of the early importations into Europe came from India.

It may not be uninteresting to take a hurried glance at the nature of this substance, its origin and the method of its collection. Rubber, in its crude state, is the sap of a tree which grows in great luxuriance in hot climates and in localities that are subject to annual inundation. This tree grows chiefly in Central and South America, western Africa, British India and the Indian Archipelago. Two-thirds of the rubber product of the world, however, comes from the Amazon region, and is known as "para" rubber, deriving its name from the city of Para, at the mouth of the Amazon River, whence it is exported. The botanical name of the South American species is *Siphonia Elastica*, of which there are several varieties, ranging in height from forty to eighty or ninety feet.

Geo. W. Wood

The methods of gathering differ somewhat in the different countries. For instance, in Peru and in Central America the destructive method of felling the tree is pursued, cutting it into pieces, and letting the sap run into a hollow, from which it is gathered. The method in vogue along the Amazon, briefly, is this: Shortly after the rainy season is over — that is, in midsummer — the rubber gatherers take to their canoes, paddle up the tributary streams of the Amazon, build their little huts and then start into the forest, making small incisions, with a little hatchet made for the purpose, in the bark of the rubber trees, cutting each tree in a half-dozen or more places, according to its size. Beneath each incision a small clay cup is placed, being made to adhere by a daub of clay. Later in the day, the gatherer goes his rounds and empties the contents of each cup into a calabash, or earthen jug, which he carries back to camp. Then, building a fire of palm nuts, he dips a wooden paddle into the adhesive sap and cures layer after layer in the dense smoke, continuing this process until the lump of cured rubber at the end of his paddle becomes inconveniently heavy, when it is cut open and put aside, ready for shipment. The sap of the tree, before it is cured, has the color and the consistency of milk. Its color as it comes to this market is generally a dark brown, the change being effected by the smoke to which it is subjected in curing.

The first rubber imported into this country, in 1800, came in the form of bottles and was looked upon simply as an interesting curiosity. During the next twenty years sea captains coming from South American countries were constantly bringing with them specimens of "gum elastic," as it was then more generally called, not as an article of commerce, but simply as the strange product of a distant land. It was natural, however, that a material so pliable and elastic and so impervious to water should suggest to the active American mind great possibilities in the way of usefulness. But it was not until 1813 that this activity had any palpable result. In that year a patent was granted to one Jacob Hummel, of Philadelphia, for a gum-elastic varnish, of which, however, there seems to have been no further mention. Some ten years later, in 1823, a Boston sea captain, coming from South American ports, brought with him a pair of gilded rubber shoes which excited the greatest interest. Two years later, 500 pairs of rubber shoes, made by the natives along the Amazon, were brought into Boston, this time without the fantastical refinement of gilding. They were exceedingly thick, clumsy and unshapely shoes, and yet they sold readily, bringing from \$3 to \$5 per pair, for, with all their heaviness and awkwardness, it was found that they were a secure protection against dampness. This was the entering wedge for the Para rubber shoe. The next year more came and each year the number increased until during the next fifteen years probably over 1,000,000 pairs of these shoes were brought into this country and sold at these very considerable figures.

It naturally suggested itself to a great many enterprising minds that if rubber, made crude, had so little value (such lots as had already been imported had sold at five cents a pound), and when manufactured into shoes commanded

so high a figure, there must be an excellent profit in rubber manufacture, and so people began to study the rubber problem. Among them was Mr. Chaffee, a manufacturer of patent leather in Roxbury, Mass. It occurred to him that if he could manufacture a leather with a varnish of rubber, which would give not only a smooth and finished surface, but would render the leather impervious to water, he would have a material of obvious usefulness. He began to experiment. This was in 1831. He soon discovered that by dissolving the crude rubber in spirits of turpentine and adding a quantity of lampblack, he obtained a varnish which, when spread over leather or cloth, gave a hard, smooth, impervious surface. He was enthusiastic over his discovery and so were his friends. A company was formed and the Roxbury India Rubber Company, the first to engage in rubber manufacture in the United States, was organized and received its charter in 1833. The prospect for a very large and lucrative industry appeared most promising. They began to make not only rubber-coated shoes, but rubber cloth, rubber life preservers and various other articles. Other companies were started in the vicinity of Boston and New York, and several millions of dollars were invested in this enterprise. In fact—to borrow a modernism—rubber “boomed,” for here was a new product made of the sap of a forest tree, the supply of which was inexhaustible, and the uses of which, when manufactured, promised to be almost infinite.

In the winter of 1834 President Jackson visited Boston and the managers of the Rubber Company, having an eye to a good advertisement, presented their distinguished visitor with a suit of rubber clothes, which he put on—the day being rainy—and wore as he rode on horseback through the streets of Boston. It may well be imagined that the fame of India rubber was notably increased thereby, and the demand for these goods became greater than ever.

Charles Goodyear, who was then a bankrupt hardware merchant of Philadelphia, had read about this wonderful new product and was greatly interested in it. Born in New Haven, the son of a Connecticut manufacturer, he had acquired by inheritance and by association a very considerable inventive ability. He had been in partnership with his father, conducting a branch store in Philadelphia for the sale of their Connecticut-made hardware; but owing to the over-extension of credits the firm had become insolvent, and Goodyear, then a young man but a trifle past thirty, found himself out of business and out of health, with a large load of debt upon his shoulders. He thought he saw in this new product, then being put upon the market, an opportunity to retrieve the family fortunes. Accordingly, on his next visit to New York he called at the office of the Roxbury Rubber Company and examined some of their goods, and particularly their life preservers. He showed so much intelligence, in some improvements, that the agent, struck by his perspicacity, confided to him that the whole rubber industry, notwithstanding its seeming prosperity, was but a bubble that must burst—that the rubber shoes, and blankets, and coats, which the factories had sent out in such large quantities were being daily returned to them as the rubber melted and stuck in summer, and stiffened and cracked in winter. The

man who could remedy these difficulties, said the agent, had a fortune in his grasp. Goodyear went back to Philadelphia, determined, if possible, to solve the rubber problem.

It was a singular augury of the years before him that his first experiment in rubber was begun in a debtors' jail. Here, with a little lump of rubber, and with no other tools than his fingers, he began those experiments which were to continue until his death, some twenty-seven years later, and which, though for the most part carried on under circumstances of the utmost privation, were destined to add hundreds of millions to the wealth of the world.

The agent of the Roxbury Rubber Company proved a true prophet, for the great rubber industry which had sprung up so rapidly soon came to naught. The boots and shoes, and rubber clothing, and other articles made of the wonderful new product did not stand the test of actual service. The factories were soon closed and the investment proved an utter loss. But this general disaster did not discourage Goodyear. In a certain sense he was assisted by the absolute collapse of the enterprise, as it made crude rubber so apparently useless and so cheap that even a bankrupt in a debtors' prison could get all he wanted.

From this time, in 1835 and 1836, when in the entire industrial vocabulary there was no other word so despised as "rubber," until twenty-five years later, the history of the rubber industry in the United States is little else than the personal history of Charles Goodyear. There are many other names connected with the rubber development, such as Hood, Colt, Converse and Bannigan, but they are all simply incidental; the one persistent, potent force was Charles Goodyear. Taking up the rubber problem as a possible means of paying his debts, he became so absorbed in the pursuit, so dominated by it, that from that time to the day of his death it was the one all-engrossing purpose of his life, from which no straits of circumstances, no distress of physical pain, no enticements of wealth, could serve to swerve him. It is impossible in the limited scope of this article to follow Goodyear through the ten years of trying and unceasing labors which were ultimately crowned by the discovery of the vulcanization process. They were ten years of groping in the dark, ever getting a little nearer to the light. Three different times he thought he had reached the goal—first, when he mixed his crude rubber with magnesia; second, when he boiled this compound in quicklime and water; and third, when he washed the surface of this mixture with nitric acid; but each time apparent success soon turned into complete and disheartening failure. It was six years from the time he began his experiments before he discovered that the two things necessary to make rubber an article of practical utility under all conditions of heat and cold were sulphur and heat. This discovery was made by accident—but it was such an accident as befell Columbus when he discovered America. It was only such an accident as could befall a man who had given his whole thought, his whole time, his whole being, to one subject for many years.

How he was sitting by the kitchen stove expounding his theories to his incredulous neighbors, and in the enthusiasm of his gestures struck a handful

of sulphur and rubber against the hot stove, thus accidentally discovering the secret of vulcanization, has been told and retold so often that it need not be repeated here; and yet this wonderful discovery that heat was the one thing that rubber needed to make it insensible both to heat and to cold—a discovery which meant to Goodyear the triumphant solution of the problem which had remained for so many years unsolved—signified so little to his friends—indeed, the entire community was so weary of the whole rubber question, and men of means viewed the whole subject with so much suspicion—that it was not until two years later, in 1840, that he was able to interest anyone in his new system of vulcanization. In that year he secured the assistance of two New York capitalists and built a factory in Springfield, Mass. Here, four years later, he took out a patent for preparing rubber by the process of vulcanization, and began to sell licenses for the manufacture of various articles under this patent. The license to manufacture rubber boots and shoes was sold to Leverett Candee, of New Haven, the founder of L. Candee & Co., a company which has continued to the present time an important factor in the American rubber footwear industry. The license to manufacture rubber gloves he granted to the Goodyear India Rubber Glove Manufacturing Company, of Naugatuck, Conn. The license to manufacture door springs, which seemed a very trivial branch of the industry, but which later grew to considerable proportions, was granted to Daniel Hodge-man, of New York; and various other licenses for the manufacture of other goods were given out under his patent to different companies, which immediately began the manufacture of rubber goods under these licenses. All branches of the rubber business as we find it in this country today took their permanent rise from the date of Goodyear's patent. Several other companies, in addition to the Candee Company, bought licenses to manufacture boots and shoes; among them Ford & Co. and the New Brunswick Co., N. J., and the Hayward (which later grew into the Colchester Rubber Company), and the Goodyear Metallic Rubber Company, of Naugatuck, Conn.

Mechanical goods, and especially belting, began at this time to receive considerable attention. Some rubber garments were also made. An immediate demand for the poncho—a blanket for horsemen, with a hole in the centre for the rider's head, came from the far Southwest and from Mexico, and various druggists' sundries also began to find their way into the market. With the discovery of hard rubber the field of rubber's usefulness was still further largely extended. The prosperity of the early rubber companies which took their rise from Goodyear's patent in 1844 was sufficient to warrant them in paying Daniel Webster, who defended the patent in a seven-years' law suit—finally adjudicated in 1852—a fee of \$25,000—the largest legal fee that had at that time been paid in this country.

Still it was the day of small beginnings, for we find that the importations of crude rubber at Salem, Mass., to which port the greater part of the rubber then imported was brought, amounted in 1851 only to 334,000 pounds, in 1852 to 1,961,000 pounds, and in 1854 to 2,055,000 pounds. In 1860 the boot and shoe

industry had a yearly output of only 1,200,000 pairs, at a valuation of \$795,000.

The Civil War gave a great impetus to the rubber industry. This was particularly true of the clothing branch; blankets were needed for the soldiers and the government gave out large contracts. The attempt was made, and with some success, to construct rubber pontoons to be used in military operations. The boot and shoe industry increased rapidly with the other branches of rubber manufacture, so that, from an output in 1860 of the value of \$795,000, the yearly output in 1870 had increased to \$8,000,000.

It is the boot and shoe industry, however, that has led in rubber manufacture in this country from the very first. In fact, for many years, the boot and shoe industry used the great bulk of the rubber imported into this country; but the later development of other branches of the rubber business has been so large that now the boot and shoe industry comprises probably not over forty per cent. of the rubber manufactured in the United States.

There are several reasons why this country has so greatly outstripped Europe in the making of rubber boots and shoes. In the first place, labor being much higher here, we have had a greater incentive for making inventions and improving our machinery. Secondly, the great body of the working people in this country are better able to afford the luxury of rubber footwear than they are in Europe, so that the demand is vastly greater here. In Europe rubbers are only worn by the well-to-do; here they are worn by everyone, the yearly average consumption being a pair of rubbers to every other person. Then possibly our climate, with its more intense winter severity, has had something to do with our greater consumption.

A very important event in the history of the rubber boot and shoe industry in the United States occurred in the fall of 1892, when the United States Rubber Company purchased nearly all of the large rubber footwear interests in the United States. This centralization of the rubber industry has already resulted in conspicuous economies; for while the different factories have remained under their former individual management, they have shared their individual advantages in common, the patents and secret processes of one factory becoming the property of all. In this way all the improved methods, a part of which each factory enjoyed before, are now shared equally and fully by all the different factories. There has been also a great saving in the matter of purchasing crude rubber, a large single purchase being made at a great advantage over a number of smaller scattered purchases. In reducing the necessity of carrying large stocks, in diminishing the duplication of a vast number of expensive lasts, and in various other ways, marked economies have been effected, while at the same time the quality of the goods has been more uniformly excellent than heretofore. The combination of all that was best in the methods of the different companies has proved a potent agency in advancing the rubber footwear industry in this country toward the universal goal of all industrial enterprises—better product at a lower cost.

According to the census of manufactures for the year 1914, there were at that date twenty-three establishments in the United States engaged in the manufacture of rubber boots and shoes. The aggregate capital invested amounted to \$46,051,000. On an average, 18,687 hands were employed, receiving in wages the sum of \$9,986,000. The production of rubber footwear in 1914 consisted of 4,024,486 pairs of boots, valued at \$12,647,934, and 57,211,728 pairs of shoes, valued at \$37,858,222. The total value of the output for the year was therefore \$53,822,000, of which \$23,956,000 represented the cost of materials, and \$29,866,000 the value added by manufacture.

There is much more local concentration in the rubber boot and shoe industry than in other branches of manufacture. In 1914, for example, Massachusetts produced 44.2 per cent. of the rubber footwear output of the country. This state had nine establishments, whose aggregate capital amounted to \$23,027,000. The number of hands employed was 8,087, representing \$4,468,000 in wages. The output was valued at \$23,789,000, the cost of the materials being \$10,455,000, and the value added by manufacture \$13,334,000.

Only six other states had rubber boot and shoe manufacturing establishments which were important enough to be included in the census returns for 1914. These were: Connecticut, with 5 establishments; Indiana, 1; New Jersey, 2; New York, 1; Rhode Island, 4; Wisconsin, 1. The total value of the rubber footwear produced in these six states was \$30 033,000.

TANNERIES OF WINSLOW BROTHERS & SMITH COMPANY,
Norwood, Mass.

Chapter XXI.

REPRESENTATIVE FIRMS AND INSTITUTIONS

In the foregoing chapters we have had occasion to mention a large number of firms and companies engaged in the various branches of the shoe and leather industry, but except in a few instances we have omitted the details of their growth and progress so as not to unduly interrupt the course of our narrative. Moreover, it would obviously be impracticable to attempt, in the space of a single volume, to describe each and every concern that has attained a high position in the shoe and leather industry.

On the other hand, to pass completely over this phase of the subject, through fear of making invidious distinctions, would necessarily deprive our readers of a great many facts which are essential to a proper understanding of the history of the shoe and leather business. Therefore, we have selected a few concerns which we consider typical examples of the many that have played an important part in making the American shoe and leather industry what it is today, namely, one of the greatest industries in the world.

Possibly the pioneer, at least the oldest in continuous existence in this country in the tanning and manufacture of sheepskins, is the Winslow Brothers & Smith Co.; for the year that saw American Independence an established fact witnessed also the beginning of what has grown to be the largest sheepskin industry in the world.

It was Abner Guild, related to the Guilds of Revolutionary fame, who built a modest little tannery near the present site of the Winslow plant, and began the tanning of sheepskins in what was then South Dedham, now Norwood; and when he, in 1791, took John Smith, a lad of seven years, as an apprentice, he little realized that he was training a successor to the business, who would start it on its broadening career and hand it down to several generations of posterity.

It was a happy fortuity that early in the nineteenth century brought to this tannery George Winslow, born in Brewer, Maine, who had served an apprenticeship in the tannery of David Guild, at Roxbury, Mass., for he married John Smith's daughter and thus paved the way to a later partnership under the name of Smith & Winslow, which proved to be the real beginning of the remarkable development of this industry.

In 1831 John Smith retired and was succeeded by his son, Lyman Smith.

In 1852 the firm dissolved and Lyman Smith with his two sons, John E. and Charles L., built a tannery about two miles away at the east end of town, opposite what is now Norwood Station, operating under the name of Lyman Smith & Sons, which after the retirement of the father was continued by the

two sons under the name of Lyman Smith's Sons, and later, in 1890, was incorporated under Massachusetts laws as Lyman Smith's Sons Co., composed of John E. Smith, Charles L. Smith, Marcus M. Alden, Charles E. Pond, William T. Whedon and C. Henry Woods.

Upon the dissolution above referred to, George Winslow and Sons continued at the old location.

In 1860 George Winslow retired and was succeeded by his sons, Elisha F., George S., Martin M. and Francis O., operating under the name of Winslow Brothers. Of these brothers Martin M. retired in 1881, Elisha F. died in 1884, leaving George S. and Francis O. constituting the partnership of Winslow Brothers.

In 1895 George F. Willett acquired a controlling interest in this business, associating with him Edward C. Mills, who later retired.

In 1901 the Winslow and Smith concerns consolidated and again, as originally, became one, incorporating under Massachusetts laws with the name of Winslow Brothers & Smith Co., the two tanneries being known and operated as the Winslow, and Smith plants, respectively.

Since that time the development of the concern has been truly phenomenal, for by the process of natural growth the company has enlarged and increased its productiveness and widely extended its operations.

In 1906 the company acquired the Morrill Leather Company, occupying a large tannery at Peabody, Mass. This company was organized in 1887 by Charles E. Morrill, who began the sheepskin business in 1865, succeeding his father, Levi Morrill, who started a successful sheepskin business as far back as 1836. In 1890 Roland M. Baker became president of the Morrill Leather Company, and Levi Morrill (son of Charles E.) at the age of seventeen years became treasurer. Mr. Morrill died in 1903, and Mr. Baker became president and treasurer, and upon the acquisition of the business by the Winslow Brothers and Smith Co., he was made its president, but retired in 1908.

Frank G. Allen thereafter became president of the company and continues to occupy the position at the present time.

With all the affiliated plants the production of sheepskins now averages around three thousand dozen per day, giving employment to over twelve hundred hands. For such a production, demanding sheep of every kind and variety, not only our own, but every sheep-producing country is drawn upon and the purchasing facilities of the company are established in practically every supply market in the world. To market and distribute this large product, sales headquarters are not only maintained at the tanneries, but the company also operates stores in Boston, New York and Chicago.

Besides manufacturing sheepskins in all tannages and in every variety of finish for the multitudinous demands where sheepskins are used, the company operates a plant at Norwood under the name of The Brandt Leather Co., for manufacturing cut hat leathers, which product is distributed not only among the hat manufacturers of this but of foreign countries as well.

While primarily manufacturing raw sheepskins into leather the company has at the Winslow plant a large wool pullery with complete equipment for scouring and carbonizing wool. The importance and size of this part of the business of the concern may be realized in the fact that the company is one of the largest, if not the largest handler of pulled wools in the country.

To carry on the tremendous interests involved, the business is divided into various departments each under managerial heads and under the general supervision of the president.

The company has been a leader in its solicitude for the well being of its employees, as evidenced in its being the first in the tanning business to voluntarily inaugurate the nine-hour day, while at the same time it has introduced profit sharing among the employees, and furnishes first aid service, lunch rooms, clean and sanitary buildings and up-to-date equipment.

The officers of the company are Frank G. Allen, president; Marcus M. Alden, vice-president; Philip L. Reed, treasurer; Cheney E. Cook and Carl K. Bacon, directors.

The firm of Beggs & Cobb, of Winchester, Mass., had its inception at the hands of William Beggs and Elisha W. Cobb on the 1st of January, 1880. They were then enterprising young men with a combined capital of forty-five hundred dollars, and they formed a partnership and commenced business as curriers, leasing for that purpose an old mansion in Peabody, Mass., which was known as the "Crowninshield shop," and opening also a store for the sale of their product at 67 South Street, Boston.

Mr. Beggs, the senior partner, was a practical and skilled tanner and currier who had long been accustomed to the management of an extensive plant; moreover, he had the personality necessary for handling a large force of men so as to attain the best results. The younger member of the firm, Elisha W. Cobb, had served an apprenticeship in the leather house of White, Osborn & Company, Boston; was an accomplished and enterprising salesman, and had acquired a thorough knowledge of the details of the leather business, which was later to stand him in good stead.

With such a personnel, the success of the firm was assured from the outset. At the close of their first year Messrs. Beggs and Cobb had need of increased facilities, and removed to Woburn, where they rented a factory on Cross Street; and in 1884, to meet the requirements of their ever enlarging business, they built a currying factory with a capacity of two thousand sides a day.

In 1889 they commenced tanning on their own account in the John Maxwell tannery at Winchester and operated this tannery for one year, when Mr. Alexander Mosely was admitted as a special partner and they leased from him the Mosely tannery, also situated in Winchester and at that time the largest tannery for the production of upper leather in the United States. In June, 1897, the firm purchased Mr. Mosely's interest.

On the 1st of June, 1906, the firm was incorporated, with a capital of \$850,000, the officers of the new corporation being as follows: William Beggs, presi-

dent; Elisha W. Cobb, treasurer; Daniel T. Beggs, vice-president, and Harry Cox, superintendent. In addition to the tannery in Winchester, the company controls one in Confluence, Pennsylvania, another in Watauga, Tennessee, and a japanning plant in Woburn. The raw material used by these various tanneries comes from all parts of the world, and their product is sold in markets equally diverse.

The policy outlined by Messrs. Beggs and Cobb at the beginning of their business career has been firmly adhered to, and the company has always confined itself to cowhide upper leather, its specialty being "Bee & See" chrome patent, combination tanned patent, bright and dull sides, chrome mat sides, storm shoe leather (both black and colored), chrome and combination tanned blue-black kid topping, wax and flexible splits, and white and colored buck sides.

From 1880 to 1909 Beggs & Cobb tanned with bark, but since the latter date they have used the chemical or chrome tannage and also the combination method of tanning as best suiting their purpose. The different plants of the company are equipped with the most modern machinery for tanning and finishing. At the Winchester plant (which is illustrated on the opposite page) from 750 to 800 workmen are employed; it is the largest tannery of upper leather in the world, and is valued at over a million dollars.

The foreign trade of the company is an important part of its business and has increased rapidly during the last few years, so that fully one-third of the products are sent abroad each year.

William Beggs, the first president of the corporation, a man of sterling qualities and great ability, died in January, 1915, at the age of seventy-one years.

Mr. Cobb, the treasurer, whose business capacity and genial temperament have done much to augment the prosperity of the concern, is public-spirited and takes a keen interest in political affairs, especially such as affect the leather industry. When a revision of the tariff was being considered by Congress in 1913, he spent considerable time in Washington attending the hearings held by the committee which had the matter in charge. His able work in behalf of the hide and leather interests proved highly successful and won for him the enthusiastic approval of the entire trade.

One of the most important leather houses in Pennsylvania, as well as the leading concern of its kind in the United States, and perhaps in the world, is Dungan, Hood & Company, Inc., makers of fine glazed kid, No. 240 West Susquehanna Avenue, Philadelphia. The history and progress of this firm coincide in its different stages with the history and development of the glazed kid industry.

The firm of Dungan, Hood & Company was founded by Robert Dungan, James Hood, Felix Hanlon, and Samuel Creighton in 1870. At that date the making of goat and kid leather was a hand-work business of small proportion, and the men who formed the firm were journeymen, working at the trade in the different leather-making processes. All the principal operations, like unhairing, fleshing, putting-out, and measuring, were done by hand.

TANNERIES OF DUNGAN HOOD & CO.,
Philadelphia, Penn.

OFFICES AND WAREHOUSES OF A. KLIPSTEIN & CO.,
New York City, N. Y.

The old-fashioned vegetable tannage in use in 1870 was not a good one as compared with the modern and ideal chrome tannage. But these same ideal qualities nearly took the life out of the goatskin tanning industry at the start of its success, about thirty years ago. One old-time tanner says: "When the chrome tannage was first made right and we knew that everybody would want the leather, we had to change from old methods quickly, and in making this sudden change two-thirds of the tanners lost all the money they had, and the other one-third lost two-thirds of what they had."

But this same authority says that there will never be another similar change, for chrome glazed kid is the ideal leather for shoes, and combines great durability, fine appearance with softness, and an elasticity not to be found in any other leather. Moreover, the chrome tannage is abundant in raw material, quick and sure in results, reasonable in price. The prospects, therefore, of any thing replacing chrome in the next twenty-five years are, in fact, very remote.

Dungan, Hood & Company made the change to chrome successfully. The plant grew to a good size by 1890, and has kept on growing until it has a production of 1,200 dozen skins daily, — a size generally considered to be adequate for the most efficient management and economic production.

From hand work in 1870 to large machinery production in 1900 and afterwards many changes were made. On September 18, 1894, the business was incorporated with a capital of \$300,000, and Felix Hanlon was elected president, Samuel Creighton treasurer, and James Hood secretary. Subsequently several of the original members of the firm retired. This left the control of the business with Mr. Hanlon, a most admirable and modest man, whose name had not appeared in the style by which the company was known, but whose influence had always been most potent. Agreeably to him in his advancing years, Ira Vaughan and Charles P. Vaughan, sons of the founder of the Vaughan Machine Company of Peabody, bought a majority interest in the corporation in 1902, and in 1910, when Mr. Hanlon wanted to give up business entirely, they purchased his shares, thereby becoming the sole owners of the total capital stock of the company.

This change proved epoch-making in the development of the firm. Though all the best traditions of the business were as faithfully maintained as in the days of Mr. Hanlon, the Vaughan Brothers brought in a new and valuable element, the result of their previous experience. As owners of the Vaughan Machine Company, they had been the first to develop tanning machinery in a large way, so that they possessed an intimate knowledge of all tanning equipment and tanning methods both in this country and abroad.

Since 1902 Ira Vaughan and Charles P. Vaughan have devoted their entire time and attention to the affairs of Dungan, Hood & Company, having sold their large interests in the machinery business in 1901. Associated with them are a large number of men of merit who have been connected with the concern for many years, and who therefore thoroughly understand how to keep up the excellence of the company's world-renowned product.

The natural advantages of the manufacturing plant of Dungan, Hood &

Company, Inc., are very conspicuous on account of its situation. It is located at No. 240 West Susquehanna Avenue, Philadelphia, in a manufacturing district of the city, where are to be found the homes of a great, skilled, laboring population.

A line of the Reading railroad runs close to the plant, which has a side-track of its own. The fuel supply comes direct from the mines in Pennsylvania over this railroad to the boiler house of the factory. The side track is also a great convenience as regards the receipt of raw material and the shipment of merchandise, because the cars can be unloaded and loaded at the very doors of the plant. There are few other tanneries in Philadelphia so favorably located in this respect.

The plant is particularly well placed for the large export business which the company transacts, owing to the possibilities of quick communication between the ports of Philadelphia and New York. Furthermore there are unexcelled railroad facilities for the shipment of goods to all parts of the United States.

The structure of the manufacturing plant is composed of materials which give a firm foundation to the heavy machinery employed, and thus prevent a large part of the usual vibrations, which in many plants ultimately prove destructive not only to the machinery but to the building as well.

The factory is so arranged that the material passes from one department to another with the least possible confusion and loss of time. The start and the finish of the stock is practically in the same place—on the railroad siding.

It is well supplied with machinery, and has ample room for the installation of labor-saving devices, whenever they are found desirable and economical.

Another advantage is the completely equipped machine shop connected with the plant, which is able to take care of the repairs and general machine work under the direction of the members of the firm, who, as has been stated, are skilled in the machinery business.

The plant is fully protected in case of fire by the most approved sprinkler apparatus, reservoirs and fire pumps, reducing the cost of insurance to a minimum.

The goods produced by Dungan, Hood & Company are sold either directly by their own salesmen or by representatives and commissioned agents. The former are to be found at the company's main office in Philadelphia and at branch offices in Boston, St. Louis and Chicago. The latter have places of business in many other important cities in this country and Europe.

The present officers of the corporation are: President, Charles P. Vaughan; treasurer, Ira Vaughan; vice-presidents, George S. West and F. C. Greasley, and secretary, A. P. Chute.

The Thomas G. Plant Company, with its great shoe manufacturing establishment in Boston, Mass., affords a striking example of what can be accomplished by the proper combination of intelligent management with capital and skilled labor. When one concern forges ahead while competitors fail or make only

THE THOMAS G. PLANT COMPANY,
Shoe Manufacturers, Boston, Mass.

ordinary success it is positive evidence of superior ability in management.

Visitors at this shoe factory see the busy throng of workers all at their assigned places. They see machinery seemingly with an intelligence of its own. They marvel at the transformation from the old-time shoemaker to the great factory system. But few stop to consider that the changes involve much more than the inventions in machines alone; for machinery and inventions are valuable only in so far as they are utilized for definite results in the product or service offered to the buying public. There must be, also, the intelligent business management and the all-important necessary capital for building and equipping the factory. Machinery, materials and efficient workers must be secured, and the finished product must be planned with a view to better service for the buying public in quality and prices. By a proper combination of these factors, success and progress are assured.

The average manufacturer is content to follow routine methods and rather dreads a change. There would be little chance for improvement if it were not for the more enterprising manufacturers who are willing to risk trying out new propositions. When better results are demonstrated others adopt the changes, and there is progress for the entire industry.

Thomas G. Plant began his career as a shoemaker in a small factory at Bath, Me. Being ambitious for larger opportunities, he came to Lynn and started the business which developed into the Thomas G. Plant Company factory in 1891. The company was organized as a corporation in 1893 with a capitalization of \$150,000, the officers being Thomas G. Plant, president, and Robert E. Ramsdell, treasurer. Associated with Mr. Plant were William F. Plant, William L. Ratcliffe, W. J. McGaffee, W. S. Long, W. A. Mitchell, John Brack, Fred D. Briggs and E. E. Benjamin.

With such an organization of planners and workers the business gained rapidly, so that the capital of the corporation was increased to \$400,000 in 1896; \$2,500,000 in 1901; \$3,750,000 in 1909; \$5,000,000 in 1916. The Plant Company business was moved from Lynn to Boston in 1897, and the structures at the corner of Centre and Bickford Streets in the Jamaica Plain district were regarded by the conservatives as a reckless financial venture; but soon more buildings were necessary, and the establishment grew to the vast dimensions of practically eight brick factories combined into one, giving a floor space of sixteen acres, with capacity for 17,000 pairs a day, employing 5,000 people and doing a business of over \$10,000,000 a year. These figures tell the story of the wonderful success of the world's largest factory devoted to the manufacture of women's fine shoes exclusively.

The company manufactures women's fine shoes, distinguished for fitting qualities, beauty of construction, up-to-date styles and high grade quality. "Queen Quality" is the company's trade-mark, which is recognized as the standard wherever such shoes are sold.

Queen Quality shoes are distributed through retail merchants only and are on sale in cities and towns all over the country as well as in the leading cities of

Europe. For the European and other export trade, special lasts and designs are provided to meet the demands of different localities.

In the management of this factory no detail, however small, is ignored, and there is constant study for improvement to maintain the highest standard of quality and service for Queen Quality shoes.

Volumes might be filled with interesting details of building construction, management of department, systems of working, the material used, quality and styles, and marketing the product. Chapters would be required, also, to describe the welfare service furnished for the workers, including the dining rooms, restaurant service, recreation rooms, library and reading rooms, dance hall, billiards and bowling, first aid hospital service and the numerous other features designed to make happy, contented, well-paid help working in clean and comfortable surroundings. Some would call this unwarranted, lavish expense, but the Plant Company take the broader view that it is an investment that gives returns in the quality of the product. In this, as well as the regular working system, the Plant Company stand as unquestioned leaders.

When Mr. Plant retired from business in 1910 he was succeeded in the presidency of the company by his former associate, William L. Ratcliffe, who died in 1916.

The officers for 1918 are: President, William J. McGaffee; vice-president, Frank R. Maxwell; treasurer and chairman of the board of directors, Frank R. Briggs; secretary, William A. Mitchell; assistant treasurer, E. Van Evera; auditor, F. H. Rowsome; directors, W. A. Brown, S. R. Blakeley, George T. McLeod and E. R. Sheak.

One of the oldest wholesale shoe houses in the country is that of Amos P. Tapley & Company, Boston. The origin of the business can be traced back to the early years of the nineteenth century. The Boston Directory of 1812, a volume of moderate size, contains this entry under the heading of Shoes: "Ebenezer Vose, Newbury Street." Chronologically the evolution of the firm has been as follows: Ebenezer Vose & Company, 1817-1828, (Josiah Pierce); Josiah Pierce, 1829-1834; Josiah Pierce & Company, 1835, (Daniel Bingham); Daniel Bingham & Company, 1836, (Amos P. Tapley); Amos P. Tapley, 1837-1838; Bingham & Tapley, 1839-1846; Amos P. Tapley, 1847; Amos P. Tapley & Company, 1848-1854, (W. S. Messenger); Amos P. Tapley, 1855-1868; Amos P. Tapley & Company, 1869, (Henry F. Tapley); Amos P. Tapley & Company, 1905, (Henry F. Tapley, surviving partner). Of Ebenezer Vose, Josiah Pierce and Daniel Bingham, no one at the present time has personal knowledge.

The Frank W. Whitcher Company, Boston, manufacturers of and dealers in shoe and leather findings, is one of the oldest concerns of its kind in the United States. The business was originally founded by John Tillson, who in 1826 opened a place at 8 Hanover Street under his own name. In 1828 Mr. Tillson moved to 18 Elm Street, and in 1829 to 6 Ann Street, where he remained until 1833. From that date until 1836 the business was located at 43 North Mar-

OLD COLONY TRUST COMPANY

BOSTON, MASS.

Main Office - Court Street

OLD COLONY TRUST COMPANY

Boston, the chief shoe and leather mart of the United States, has several large financial institutions which are closely affiliated with these industries. One of the foremost in this respect, as well as in many others, is the Old Colony Trust Company. Almost since its inception it has enjoyed the patronage of shoe and leather houses of the highest standing. Among its directors is Mr. George Eldon Keith, founder of a shoe-manufacturing concern which is famous all over the world.

The Old Colony Trust Company commenced business on June 14, 1890, with Mr. T. Jefferson Coolidge, Jr., as president, at No. 50 State Street. In 1892 the Company removed to the Ames Building, at the corner of Washington and Court Streets. A branch on Temple Place was opened in 1902. The present building at No. 17 Court Street was erected in 1909 and was first occupied in December of that year.

In 1910 the City Trust Company was merged with the Old Colony Trust Company, and in 1914 the Bay State Trust Company was also consolidated. Through the latter consolidation the Old Colony Trust Company acquired a second branch, on Boylston Street.

Mr. Coolidge was succeeded as president by Mr. Gordon Abbott in 1903. In 1910, at the time of the consolidation of the City Trust Company, Mr. Philip Stockton, the present incumbent, was elected president. In 1913 Mr. Abbott became chairman of the Board of Directors, with Mr. Francis R. Hart (prior to that vice-president) as vice-chairman.

During the past twelve years the capital stock of the Company has been increased to \$6,000,000. The surplus and undivided profits on November 1, 1918, were \$8,790,988.18, the deposits \$137,324,085.91, and the total resources \$163,179,312.32, making the Old Colony Trust Company now the sixth largest trust company in the United States.

The present officers are: Chairman of the Board of Directors, Gordon Abbott; Vice-Chairman, Francis R. Hart; President, Philip Stockton; Vice-Presidents, Wallace B. Donham, James C. Howe, George W. Grant, Fred M. Lamson, Frederick G. Pousland, Walter F. Wyeth, Julius R. Wakefield, Chester B. Humphrey, Stuart W. Webb, F. W. Denio, F. M. Holmes; Secretary, S. Parkman Shaw, Jr.

ket Street; but in the last mentioned year William Mitchell became a partner, and the name of the firm was changed to William Mitchell & Company.

In 1837 the style Tillson & Mitchell was adopted, and the concern moved to 44 North Market Street. In 1842 they returned to 43 North Market Street, and the following year the name was again changed to William Mitchell & Company. In 1846 Caleb H. S. Arnold was admitted, but soon afterwards withdrew. Then I. F. Arnold and Charles H. Hunt became partners of William Mitchell. From 1847 to 1853 the firm was John Tillson & Company, in which John Troup was admitted to partnership in 1853. In 1854 it became Ellison & Arnold.

The following year the concern again became William Mitchell & Company, comprising William Mitchell and William Ellison. In 1856 Benjamin Wood acquired the business, but disposed of it to Russell & Phinney in 1858. Nathan Russell retired in 1860, and the firm became Joseph H. Phinney & Company, being composed of Joseph H. Phinney and Henry L. Gurney. Mr. Gurney withdrew in 1861, and Mr. Phinney carried on the business alone, under his own name, at 43 North Market Street until 1862, and then at 60 Kilby Street until 1864. At that date he was succeeded by James P. Phinney, who retained the same location. In 1866 James P. Phinney formed a partnership with Charles G. Brockway under the name of James P. Phinney & Company.

The firm was re-organized in 1867 as Phinney & Phillips, the members being James P. Phinney, E. Y. Perry & Company, and M. A. Phillips. A year later they removed to 85 Kilby Street, and in 1870 to 15 High Street. This building was destroyed by the great fire of November, 1872. Early in the following year Phinney & Phillips opened a place of business at 77 Kingston Street, which they occupied until 1874, when they removed to 102 South Street.

Several changes were made in 1875: Oscar W. Whitcher purchased Mr. Phillips' interest in the concern; the old firm name of James P. Phinney & Company was restored, and the company moved to 151 Summer Street. Oscar W. Whitcher's health gave out in 1876, and he temporarily retired, disposing of his share in the business to his brother, Frank W. Whitcher. On January 1, 1880, the company moved to 4 High Street.

On October 12, 1882, Frank W. Whitcher and his brother, who in the meantime had regained his health, purchased the interests of J. P. Phinney and E. Y. Perry and formed the firm of Whitcher Brothers. On April 1, 1883, they admitted J. Henry Emery, who had been in the sheepskin business for a number of years. The name of the firm was changed to Whitcher & Emery. On April 1, 1890, Oscar W. Whitcher, who was again in ill health, permanently retired and settled in Alabama. Two years later Mr. Emery withdrew, and Frank W. Whitcher became the sole proprietor, adopting the firm name of Frank W. Whitcher & Company. From April 1, 1895, to March 30, 1901, the firm consisted of Frank W. Whitcher, Sanford Crandon, Jr., and Herbert L. Turner.

On January 1, 1901, they moved from 4 High Street to the Albany Building. Mr. Crandon retired in March, 1901, and Mr. Turner in April, 1903,

leaving Mr. Whitcher as sole proprietor. On January 16, 1908, the business was incorporated as the Frank W. Whitcher Company.

The company controls, either directly or through Mr. Whitcher, a number of concerns which manufacture the lines of goods which it distributes. These are: The Chandler Oil Cloth & Buckram Company, makers of buckram, oil cloth, and colored burlaps, with plants at East Taunton, Mass., and Bush Terminal, Brooklyn, N. Y.; the Sanitary Welt Insole Company, for licensing shoe manufacturers to use a special process of welt insoling; the Heaton-Peninsular Button Fastener Company, with works in Boston and at Grand Rapids, Mich.; the Standard Thermometer Company, with plants in Boston and at Amesbury, Mass.; the Mayflower Rubber Works Company, with works at South Braintree, Mass.; the American Shoe Tip Company, with a plant and an office in Boston; the Multi Shoe Cover Company, makers of covers to protect shoes while in process of manufacture, and the M. & T. Button Company, with a plant in Providence, R. I.

Including these subsidiary corporations, the output of the Frank W. Whitcher Company is valued at about two million dollars annually. The goods are sold in practically all parts of the world.

The present officers of the Frank W. Whitcher Company are: President, Frank W. Whitcher; vice-president, Stephen R. Nichols, and treasurer, Frederick R. LeGallee; the board of directors consisting of these gentlemen and Sanford Crandon, Jr.

Frank W. Whitcher, Stephen R. Nichols and Frederick R. LeGallee have charge of the financial and manufacturing end, while Sanford Crandon, Jr., George E. Downey, Arthur Billcliff, Albert Becker, C. Stanley Cotton, Harry W. White and George A. Moore have charge of the selling end.

Mr. Moore represents the company in the West and is manager of the store at 323-325 Lake Street, Chicago, Ill.

Nearly all the above-named gentlemen came to Mr. Whitcher as boys direct from school and have grown up with the business. Whatever success has been attained by the company is not due to any one individual, but to the active co-operation and loyalty of all connected with it.

It has been the policy of the company and all the other companies in which Mr. Whitcher is personally interested to conduct the business on a co-operative or profit-sharing plan, as he is a firm believer in giving to those on whose shoulders the responsibility of the business rests as large a reward for their efforts as is consistent with the returns of that part of the business which comes under their personal supervision or care, so that as the business grows and develops they share in the added profits which it yields.

The company is a member of National Leather and Shoe Finders' Association, of which Mr. Whitcher has been president, and the New England Leather and Shoe Finders' Association.

It is hardly necessary to remind the reader that the enormous amount of business annually transacted by the shoe and leather trade involves the co-opera-

FIRST NATIONAL BANK,
Boston, Mass.

tion of many other lines of activity, such as dyestuff-manufacturing, banking, insurance, etc. For this reason, we shall also devote a part of this chapter to a description of several collateral firms and institutions which have come to be regarded as highly influential adjuncts to the main branches of the industry.

The A. Klipstein Company, 648 Greenwich Street, New York, manufacturers of and dealers in tanners' materials, dyestuffs, aniline colors, chemicals, gums, oils, albumen and materials for all industries, was founded in July, 1872, by August Klipstein. From its modest beginning it has grown to occupy its present enviable position as one of the largest and most successful concerns in its line of business.

During all the changes which have taken place in the past in methods of manufacturing and of conducting the business, this company has constantly made progress, keeping fully abreast of all improvements. Its uniform aim has been to give customers the most intelligent treatment; its representatives have always been instructed to furnish the highest grade of goods at fair prices. It has always believed in securing men who could go out, get new customers and hold them when once obtained; and it is one of the characteristics of this company that its successful salesmen have been connected with it for a long term of years.

In 1894 the firm was incorporated as a stock company, with \$500,000 capital. The present officers are: August Klipstein, president; Ernest C. Klipstein, treasurer and secretary, and William H. Jackson, vice-president.

The company does a large importing and exporting business with practically all parts of the world. Its headquarters are located at 644 Greenwich Street, New York City, occupying the building shown in the accompanying illustration. It also maintains branch offices at 283 Congress Street, Boston; 130 Fountain Street, Providence; 50-52 North Front Street, Philadelphia; 145-147 West Kinzie Street, Chicago, and in the Commercial National Bank Building, Charlotte, N. C. In Canada it is represented by A. Klipstein & Company, Ltd., 12 St. Peter Street, Montreal.

In the Old Exchange Coffee House in Congress Square, Boston, Mass., on May 2, 1836, a group of prominent shoe and leather merchants met and organized the first bank in Boston to cater entirely to the needs of the shoe and leather trade. The title adopted was The Shoe & Leather Dealers' Bank, with a capital of \$500,000, the directors being prominent factors in this line of business. The bank enjoyed a steady growth for many years and on November 30, 1864, was changed from a state to a national bank and the capital increased to \$1,000,000. During this long period the Shoe & Leather National Bank, as it was now called, had practically all of the boot and shoe and leather accounts, and as its name indicates, was governed principally in the interest of these trades. But in the years following its change from a state to a national bank a wider range of interests was represented in the board of directors, and from this time on the bank was among the leaders in respect to its great number of business connections in the South and West.

About 1900 interests connected with the Shoe & Leather National Bank,

which at this time was experiencing a very rapid growth, voted for the mutual benefit of both banks to merge under the title of the National Bank of Redemption. The officers of the National Bank of Redemption were chosen from those of the two banks and thus the shoe and leather interests still continued their banking business with the new bank.

In the early part of 1904 the directors of the National Bank of Redemption and the First National Bank voted for the benefit of both banks to consolidate and continue the business under the name of the First National Bank of Boston. From then on the growth of the bank has been very rapid until today it stands near the top of the list of the national banks of the United States. It transacts the largest foreign exchange business of any national bank in the United States, having direct connections with all parts of the commercial world and maintaining a branch bank in the capital city of Buenos Aires, Argentina. With the United States dependent to a large extent on this South American Republic for its supply of hides, the First National Bank of Boston has taken a prominent part in the importation of hides and skins, and in the past year financed the lion's share of these importations.

Now, as in the time of the Shoe & Leather National Bank, the First National Bank of Boston enjoys the good will and is favored with a very great proportion of the business of those engaged in these industries.

Another financial institution which is closely identified with the shoe and leather industry, both through its directorate and its depositors, is the International Trust Company of Boston. This great company was founded in 1880, auspiciously beginning its career with such prominent sponsors as William Claflin, William Gaston, both of whom were governors of Massachusetts, Patrick A. Collins, later mayor of Boston; Charles R. Train, a leading member of the bar; George O. Carpenter, well known in insurance and military circles; William H. Lincoln, banker and trustee, and M. P. Kennard, at one time assistant treasurer of the United States at Boston. The first president was John M. Graham, who held that office until 1914, when he was succeeded by Charles C. Bancroft, the present incumbent.

The company's main banking rooms have always been located at 45 Milk Street. Up to 1893 this site was occupied by what was popularly known as the "iron building." At that date the company erected an eight-story stone structure which is still considered one of the finest examples of architecture in the United States, both as regards its exterior and interior. The upper floors are given over to offices and the lower floors to banking purposes. This modern fireproof edifice enabled the company to establish, in 1893, a safe deposit department. The vaults are in the basement and are of the most modern construction, being burglar-proof, fireproof and protected against earthquakes and falling buildings. The first vaults had 5,000 boxes; these are now connected with 6,000 boxes in the addition to the building which was afterwards erected. This addition conforms to the design and construction of the rest of the building, making one magnificent structure which fronts on Arch, Milk and Devonshire-

INTERNATIONAL TRUST COMPANY
DEVONSHIRE AND MILK STREETS, BOSTON

COMMONWEALTH TRUST COMPANY
88 SUMMER STREET, BOSTON
In the heart of the Shoe and Leather District

Streets. In October, 1914, a branch was established at 115 Summer Street, in the heart of the shoe and leather district, in order to accommodate the large number of depositors who are connected with the shoe and leather industries.

The company transacts a general banking and trust company business and solicits patronage with the assurance that it can render satisfactory service. It has an active, progressive, representative Board of Directors and a competent, capable and courteous corps of officials. It has facilities for doing banking in all its details. Interest is allowed and credited monthly on checking accounts, and there are special rates on inactive accounts. The company will loan money to an extent warranted by sound banking principles. Safe deposit boxes in which to keep valuable papers may be rented for three cents a day. The Savings Department accepts deposits of small amounts, and deposits draw interest from the last day of each month. The company acts as administrator, executor, trustee, registrar and transfer agent.

The excellent financial standing of the International Trust Company is shown by these extracts from the statement at the close of business March 4, 1918, as rendered to the Bank Commissioner: Total resources, banking department, \$25,590,138.77; trust department, \$1,437,465.14; savings department, \$3,187,670.73; total deposits, \$23,765,225.12.

The present officers are: Charles G. Bancroft, president; Henry L. Jewett, vice-president and secretary; Clifford B. Whitney, treasurer; A. Francis Hayden, trust officer; Chester B. Pierce, assistant treasurer; A. Edward Garland, assistant secretary; Howard Norton, assistant secretary; George W. Shepherd, assistant treasurer. The directors are: Cecil Q. Adams, general manager Bristol Patent Leather Co.; Samuel G. Adams, Brown & Adams, Wool; James A. Bailey, Jr., attorney and counselor-at-law; Charles G. Bancroft, president; Thomas Barbour, Harvard University; Elmer J. Bliss, president Regal Shoe Co.; Edwin P. Brown, president United Shoe Machinery Co.; Alonzo N. Burbank, International Paper Co.; William M. Butler, lawyer and manufacturer; Henry V. Cunningham, attorney and counselor-at-law, president Union Institute for Savings; Wendell Endicott, Endicott-Johnson & Co.; Oliver M. Fisher, president M. A. Packard Co.; Walter B. Henderson, John C. Paige & Co., insurance; Henry F. Hurlburt, Jr., attorney and counselor-at-law; Henry L. Jewett, vice-president; Roland O. Lamb, president John Hancock Mutual Life Insurance Company; John M. Longyear, Mineral and Timber Lands; George B. H. Macomber, president G. B. H. Macomber Co., builders; William J. McGaffee, president Thomas G. Plant Co.; Robert M. Morse, attorney and counsellor-at-law; William A. Muller, president William A. Muller & Co., Insurance; James J. Phelan, Hornblower & Weeks, bankers; Neil W. Rice, N. W. Rice Co.; Garret Schenck, president Great Northern Paper Co.; Edmund H. Talbot, attorney and counsellor-at-law; Loren D. Towle, real estate; Herbert F. Winslow, real estate.

The Commonwealth Trust Company, which is also closely allied with the shoe and leather industries both through its directorate and its depositors, began doing

business in Boston at its office at 88 Summer Street in 1904, with a capital of one million dollars. The Colonial National Bank of Boston was absorbed by this institution during the first year of its existence, and the growth has been in marked degree at all times. It now has four separate offices doing business in different parts of the city. The one on Summer Street handles the largest number of shoe and leather accounts. The others are at 30 Congress Street, 1199 Washington Street, and 105 Causeway Street.

The assets have doubled within the past ten years and today amount to the sum of \$25,999,701.19. The capital has always been \$1,000,000, and there is a present surplus fund, with additions of undivided profits of \$878,213.88.

The company has absorbed two other institutions in recent years, the New England National Bank in 1909 and the Hamilton Trust Company in 1914.

David J. Lord was president of the company until 1909. He was succeeded at that date by George S. Mumford, the present incumbent.

The directors are: Arthur M. Alger, Alger, Dean & Sullivan; Schuyler S. Bartlett, trustee; George L. Batchelder, Batchelder Bros.; Junius Beebe, Lucius Beebe & Sons; Albert L. Brown; Edward J. Butler, Thomas Butler & Co.; George L. DeBlois, trustee; Henry G. Lapham, B. A. Corbin & Son Co.; Charles A. Locke; Lindsley Loring, Merrimac Chemical Co.; Joseph P. Manning, Joseph P. Manning Co.; George S. Mumford, president; Rene E. Paine, trustee; H. Staples Potter, Potter & Wrightington; Endicott P. Saltonstall, Saltonstall & Blood; Horace B. Shepard, Shepard & Morse Lumber Co.; Charles G. Smith, Institution for Savings in Roxbury; Arthur P. Stone, vice-president; Thomas C. Thacher, trustee; Arthur W. Wellington, Central Leather Co.; Edward B. Wilson; Edgar N. Wrightington, Boston Consolidated Gas Co.

The officers are: George S. Mumford, president; Arthur P. Stone, vice-president and treasurer; Waldron H. Rand, Jr., vice-president and secretary; Stephen W. Holmes, vice-president; Arthur R. Smith, assistant treasurer; Charles E. Valentine, assistant treasurer; Harrie M. Richmond, assistant secretary; Roger F. Nichols, assistant treasurer; Richard F. Churchill, assistant treasurer.

At the Washington Street Branch the officials are Josiah H. Goddard, actuary, and France Cornell, assistant treasurer, and at the Causeway Street Branch, J. Arthur Benner, assistant treasurer, Walter F. Snow, assistant treasurer.

The business of fire and marine insurance like that of the banking business is closely allied with the leather business. The ability of merchants and manufacturers to properly protect their large stocks and factories against loss by fire is of utmost importance. If it were otherwise, their credit would be seriously impaired, and they would have serious difficulty in obtaining loans from their banks, as a fire could at one sweep destroy the accumulations of a lifetime. One of the first questions asked by a bank in loaning money to a new borrower is if sufficient fire insurance is carried.

The fire insurance business, like the leather business, has wonderfully

broadened in scope in the last quarter of a century. Larger values are carried by merchants, necessitating more insurance companies to assume this protection. Insurance companies have grown enormously in size, being now almost conflagration proof. They are thus enabled to successfully weather a great conflagration like that of San Francisco with its loss of over \$350,000,000 without seriously impairing their resources, and are in a position to pay their losses in full.

Insurance rates are now made on a scientific basis. Insurance exchanges are established where rates are made by a schedule system, thus rating every risk on its own merits. Base rates are established for standard risks to which are added charges for deficiencies from such standard and deductions made for superior construction and care. Every detail is taken into consideration, such as height, area, thickness of floors, party walls, shutters, stairways and other features of construction; also occupancy, hazards, exposure, protection, etc. This enables a manufacturer contemplating building a new plant to submit his plans to expert insurance engineers and receive free advice on how to build and thus receive the lowest possible rate. All large concerns whose values run into hundreds of thousands of dollars take advantage of this service and equip their plants with automatic sprinklers and other latest fire-fighting and fire-resisting devices, including watchman's service, thus enabling them to obtain a rate frequently as low as twenty-five cents per hundred dollars for three years' insurance. Without this protection a fire might throw thousands out of employment, and the energy and foresight of years would be for naught.

Use and occupancy insurance is another comparatively recent and important branch of insurance, paying a specified sum per day for every day a plant is shut down on account of a fire. This form of insurance enables a plant to still pay dividends on its capital stock and take care of other inevitable overhead charges such as salaries of employees, taxes, interest, etc.

Forms of policy contracts have also been largely broadened so as to insure several buildings, machinery and stock under blanket forms instead of the old way of specific insurance on each building and on contents of each.

Insurance companies maintain an adequate force of inspectors who periodically visit large plants, testing appliances and offering suggestions to maintain a high standard of efficiency.

Marine insurance is an important factor to the leather manufacturer. It enables him to insure his shipment of hides and skins, against all the perils of seas, fire and transportation, from any part of the world from the time it becomes at his risk until it is safely landed in store or factory anywhere in the United States, including while on docks awaiting shipment and after arrival and on railroad and other conveyances.

The importer is thus covered automatically by an open policy. He cannot secure his letter of credit from his bank until he has satisfied them that he has such a policy.

The leather merchant also finds that in order to do business successfully

it is necessary to carry many of the other forms of insurance such as Domestic Transit, Public Liability, Workmen's Compensation Credit and Steam Boiler Insurance.

It is said that about sixty per cent. of the insurance carried by Boston shoe and leather concerns is placed through C. P. Woodbury & Company, 40 Kilby Street.

Before concluding this chapter, it might be well to mention a few of the men to whose integrity, genius and untiring energy the shoe and leather industries of this country owe their world-wide renown. First of all come the inventors of shoe machinery: Elias Howe, Gordon McKay, Lyman P. Blake, Charles Goodyear, Elmer Townsend, David Whittemore, C. A. Miller, Louis Goddu, Alpheus C. Gallahue, James H. Morley, J. E. Matzeliger and Horace Bigelow.

Massachusetts has been especially prolific in producing eminent leaders in the shoe, leather and allied industries. Boston, the great shoe and leather mart of the United States, takes justifiable pride in the achievements of such men as Thomas G. Plant, George Brooks, Frank H. Gage, William R. Martineau, Franklin H. Downs of P. J. Nangle & Co., Louis A. Coolidge, Samuel Cohen, Herman L. Beal, Augustus P. Martin, W. A. Stetson, Harry I. Thayer, C. Moench, H. H. Mawhinney, Donald B. Kingsbury, S. B. Thing, John Henry Connor, W. J. McGaffee, William and Lee Claflin, James A. Woolson, H. H. Tuttle, H. W. Crooker, R. E. McDonald, A. M. Collins, Edwin P. Brown, Winch Brothers, E. S. Converse, William H. Pearson, T. E. Moseley, Tyler Batcheller, William B. Rice, Joseph M. Herman, W. D. Brackett, William M. Bullivant, I. Levinstein, George Hood, Fred A. Putnam, P. J. Nangle, D. L. Webster, B. E. Cole, John Cummings, C. C. Hoyt, Frank W. Witcher, Ernest Howes, W. G. Garritt, T. E. Proctor, George A. Field, Frank W. Merrick, C. S. Luitwieler, Frank R. Maxwell, Frank R. Briggs, J. R. Leeson, Elisha W. Cobb, Charles P. Hall, S. W. Winslow, George W. Brown, A. A. Rosenbush, A. P. Tapley, H. F. Tapley, Fred B. Rice, H. B. Endicott, Charles H. Jones, William A. Mitchell, Frank W. Hunt, Elmer J. Bliss, Junius Beebe, C. G. Flynn, Frank L. Young and E. P. Hurd. Scattered over the state are numerous other celebrated shoe and leather centres, some dating from early colonial times, others of comparatively recent origin, whose annals contain the names of many tanners and manufacturers who have attained far more than merely local fame. The exigencies of space prevent us from attempting to enumerate all these illustrious figures. However, if such a list were possible, it would necessarily include men like Lewis A. Crossett, of North Abington; the Brighams, of Hudson; Edwin Clapp, of Weymouth; M. N. Arnold and C. H. Alden, of Abington; W. L. Felch, of Natick; T. O'Shea, B. E. Cox, L. B. Southwick, Frank H. Sanger and N. H. Poor, of Peabody; John E. Gale, Hazen B. Goodrich, W. S. Chase, Charles K. Fox and L. H. Downs, of Haverhill; Weber Brothers, of North Adams; Alfred W. Donovan, of Rockland; Isaac Prouty, of Spencer; S. R. Heywood and Joseph H. Walker, of Worcester; John Pilling, of Lowell; J. S. Bar-

AMERICAN HIDE AND LEATHER COMPANY PLANT,
Lowell, Mass.

net, George W. Herrick, Albert R. Merrill, Thomas W. Gardiner, P. J. Harney, J. J. Grover, Charles S. Grover, V. K. Jones, B. F. Spinney, A. M. Creighton, Patrick Lenox, Frank Aborn, the Johnsons, Breeds, Ingalls and Newhalls, of Lynn; Charles Howard, Preston B. Keith, William L. Douglas, E. E. Taylor, John S. Kent, T. D. Barry, George E. Keith, Charles A. Eaton and the Packards, of Brockton; J. Frank Hill and Upham Brothers, of Stoughton; the Hickeys, of Shrewsbury.

The State of New York has no reason to feel ashamed of her representatives in the shoe and leather industries. New York City, for example, can boast of a long line of honored tanners, leather merchants and manufacturers, including Jacob Lorillard, Gideon Lee, Smith Ely, George Palen, William Palen, Jackson S. Schultz, Daniel B. Fayerweather, Shepherd Knapp, A. Augustus Healy, Richard Young, Abe Stein, Harvey S. Ladew, Edward R. Ladew, H. C. Lapham, Zadoch Pratt, Aaron Healy, James Horton, G. Levor, Charles A. Schieren, Charles A. Schieren, Jr., Thomas W. Hall, Mark Hoyt, S. P. Colt, A. Klipstein, E. C. Klipstein, A. J. Bates and John J. Latterman. Rochester, one of the leading cities in the manufacture of women's fine shoes, is indebted for much of its greatness in this field to E. P. Reed, C. P. Ford, F. A. Sherwood, Charles E. Meade and Utz & Dunn. The city of Buffalo has contributed much to the industry, largely through the efforts of the Schoellkopfs, tanners and chemical manufacturers, George Laubs, a tanner, and John Strootman, the shoe manufacturer. Brooklyn is the home of one of the largest shoe manufacturers in the United States, John Hanan, whose father was also an important factor, during his life-time, in the development of the industry. No account of Brooklyn as a shoe-manufacturing centre would be complete without mention of Joseph H. Whitcher, J. Cousins and T. Cousins, all of whom have exerted a decisive influence upon the industry.

Philadelphia, famous as a great tanning city since the days of William Penn, has been a field for the activities of such men as John R. Evans, Maurice S. Kerrigan, Henry Burk, E. K. Janney, C. J. Matthews, David P. Leas, T. E. McVitty, J. P. Mathieu, Robert K. McNeely, George H. McNeely, C. F. Stout, E. P. Alexander, Felix Hanlon, Robert Dungan, James Hood, Ira Vaughan, Charles P. Vaughan, Robert H. Foerderer, Percival Foerderer and D. B. Martin. The city is noted for the quality rather than for the quantity of its shoe production, its reputation in this respect being due in a large measure to the excellent workmanship of the goods turned out by P. T. Hallahan, George P. Schober and Samuel S. Laird.

Prominent in the history of tanning in New Jersey are the names of George Stengel, P. Rielly and John Reilly, all of Newark. Equally famous in the history of shoe manufacturing in that city are the founders of the great firm of Johnson & Murphy and the James A. Banister Company.

The West has contributed many noted names to the shoe and leather industries. Among the great tanners in this section of the country have been the Pfisters, Vogels, A. F. Gallun, Fred Rueping and Albert Trostel, of Milwau-

kee. Western shoe manufacturing owes much of its present importance to pioneers like Bradley & Metcalf, of Milwaukee; H. W. Peters and George D. Brown, of St. Louis; Frank C. Pingree, of Detroit, and Morris Selz, of Chicago.

Among the leading tanners of the United States at the present time are: N. H. Poor & Co., Thomas H. O'Shea, Cox Leather Co., and L. B. Southwick Co., Peabody, Mass.; Winslow Brothers & Smith, Norwood, Mass.; Thayer, Foss Co., Avery & Lowry Co., A. C. Lawrence Co., Lucius Beebe & Sons, Proctor, Ellison & Co., Rosenthal Brothers, Hartmann Brothers, B. N. Moore & Sons, Devlin Brothers, C. G. Flynn Co., Howes Brothers Co., Levisaur & Conway, W. M. Bullivant & Co., C. Moench Sons Co., United States Leather Co., American Hide & Leather Co., Dunn, Green Co., Baxter Leather Co., Beggs & Cobb, Besse, Osborne & Odell, Martineau & Burke, Kistler & Co., E. C. Mills Co., William F. Mosser Co., Schrader, Mitchell & Weir, and Algonquin Leather Co., Boston; E. Cummings & Co. and W. F. Fox & Sons, Woburn, Mass.; Lenox & Briggs, Haverhill, Mass.; Graton & Knight, Worcester, Mass.; Green-Hickey Co., Shrewsbury, Mass.; J. S. Barnet & Son, Thomas A. Kelley Co., Benz Kid Co., L. M. Winslow and Helburn-Thompson Co., Lynn, Mass.; W. G. Warren's Sons, Holden, Mass.; Barber Leather Co., North Adams, Mass.; Creese & Cook Co., Danvers, Mass.; Saloman & Phillips, Charles A. Schieren Co., Solomon Barnet & Son, Barnet Leather Co., F. Blumenthal Co., Central Leather Co., and Hans Rees Sons, New York; Schoelkopp & Co., and C. F. Zeller's Sons, Buffalo, New York; Surpass Leather Co., Gloversville, N. Y.; C. Moench & Sons Co., Gowanda, N. Y.; Deford Co., Covington, Ky.; Wedekend-Hallenberh Tanning Co., Louisville, Ky.; Pfister & Vogel, A. F. Gallorn & Sons, and Albert Trostel & Sons, Milwaukee, Wis.; Burns, Fecht, Bicknall Co., Wilmington, Del.; Edward R. Ladew Co., Glen Cove, Long Island, N. Y.; Armour Leather Co., Wilder Tanning Co., Eisendrath Tanning Co., and Wallin Leather Co., Cincinnati, Ohio; Schultz Belting Co., St. Louis, Missouri; McNeely & Price, Dungan, Hood & Co., John R. Evans & Co., Keystone Leather Co., William Amer & Co., E. F. Houghton & Co., Janney & Burrough, C. J. Matthews & Co., Robert H. Foerderer Co., Alexander Brothers, England, Walton & Co., and Leas & McVitty, Philadelphia, Penn.; Bristol Patent Leather Co., Bristol, Penn.; Elk Tanning Co., Ridgway, Penn.; Blanchard Brothers & Lane, T. P. Howell & Co., P. Rielly & Son, Oscar Schirer & Brother, and George Stengel, Newark, N. J.; W. D. Byron & Sons, Williamsport, Md.; New Castle Leather Co., Wilmington, Del.

The following list, while in no sense intended to be comprehensive, includes some of the leading shoe manufacturers in each state where the industry is extensively carried on:—

Massachusetts—Boston: Rice & Hutchins Co., H. H. Mawhinney Co., Thompson-Crooker Co., Thomas G. Plant Co. Haverhill: W. S. Chase Co., Hazen B. Goodrich Co., Gale Shoe Manufacturing Co., Charles K. Fox Co., W. & V. O. Kimball, Austin H. Perry, H. E. Guptill, and Witherell & Dobbins. Natick: W. L. Felch & Co., C. W. Dean. Newburyport: Burley & Stevens, N.

HARRISON SHOE CO., EVERETT, MASS.

The Harrison Shoe Company was founded in 1906 by James E. Clark, of Boston, to manufacture boys' McKay shoes and sell them direct to the retail trade. They started in a factory in Lynn, Mass., but the business grew so rapidly that the factory was inadequate, and in 1912 they erected a new factory in Everett, Mass.

Mr. Clark, who was a native of Randolph, Mass., and was long identified with the shoe business, married in 1912 Miss Laura B. Chase, who was born in Hudson, Mass. Mr. Clark was taken ill in 1913 and was ill up to the time of his death, which occurred April 6, 1916. During his illness and since his death the business has been successfully managed by Mrs. Clark. Their Boston office is in the Albany Building, and they are represented by salesmen all over the United States.

HOTEL ESSEX
ATLANTIC AVENUE, CORNER ESSEX STREET, BOSTON

The Hotel Essex is in the heart of the shoe and leather district of Boston, being situated at the corner of Atlantic Avenue and Essex Street, directly opposite the South Terminal Station. Members of the shoe and leather industry repeatedly stop at the Hotel Essex, not only on account of its convenient location, but because the comforts obtainable at this fine modern hotel make it pleasant and profitable to give it preference.

D. Dodge and B. E. Cole Co. Chelsea: A. G. Walton. Everett: Andrews & Wasgatt. Weymouth: E. C. Clapp & Son and Stetson Shoe Co. Stoughton: Upham Bros. Marlboro: John A. Frye Co., Ashby-Crawford Co. Hudson: C. M. Brett & Co., Fuller, Chandler & Patten. Lowell: John Pilling Co. Millis: Joseph M. Herman & Co. North Adams: Webber Bros. Lynn: J. J. Grover Sons Co., William Clark & Co., A. E. Little Co., V. K. & A. H. Jones, A. M. Creighton, J. L. Walker & Co., P. J. Harney Shoe Co., Mitchell, Caunt Co., Watson Shoe Co., Cotter Shoe Co., Tufts & Friedman, George W. Herrick Shoe Co. Abington: C. H. Alden Co., M. N. Arnold Co. Rockland: E. T. Wright Co. Webster: A. J. Bates Co. Whitman: Regal Shoe Co., Commonwealth Shoe Co. Worcester: Heywood Shoe Co., J. E. & W. J. Wesson. North Abington: Lewis A. Crossett. Brockton: George E. Keith Co., William A. Douglas Co., Charles A. Eaton Co., M. A. Packard Co., T. D. Barry Co., Preston B. Keith Co., Howard & Foster Co., E. E. Taylor Co., Churchill & Alden Co., Kelly-Buckley Co., C. S. Marshall Co., Packard & Field, F. M. Shaw & Son, Whitman & Keith. Randolph: Richards & Brennan. Salem: Bell Brothers, Cass & Daley. Danvers: Clapp & Tapley. Stoneham: P. Coogan & Sons.

New Hampshire—Exeter: Gale Brothers. Nashua: W. D. Brackett & Co. Farmington: Osborne Shoe Co., Farmington Shoe Co. Derry: Derry Shoe Co. Manchester: George P. Crafts Shoe Co., F. M. Hoyt Shoe Co., Kimball Shoe Co., Plant Brothers, Adams Brothers. Rochester: N. B. Thayer Co.

Maine—Auburn: Wise & Cooper, Dingley-Foss Shoe Co., Cushman & Hollis. Portland: A. H. Berry Shoe Co.

Connecticut—South Norwalk: Lounsbury, Mathewson & Co.

Michigan—Detroit: Pingree Co.

Minnesota—St. Paul: C. Gotzian & Co., Foot, Schulze & Co.

Illinois: Chicago: Selz, Schwab & Co., J. E. Tilt, J. P. Smith Shoe Co.

Missouri—St. Louis: Hamilton-Brown Shoe Co., Roberts, Johnson & Rand, Brown Shoe Co., Peters Shoe Co., Dittman Shoe Co., International Shoe Co., Wertheimer-Swartz Shoe Co. Jefferson City: A. Priesmeyer Shoe Co.

New Jersey—Newark: J. A. Bannister Co., Johnson & Murphy, Boyden Shoe Co.

Pennsylvania—Philadelphia: J. Edwards & Co., Hallahan & Sons, Laird, Schober & Co., Ziegler Brothers, Smaltz-Goodwin & Co. Annville: A. S. Kreider Shoe Co.

New York—New York City: A. Garside & Son, Jacobs, Hymans & Sons, Rosenwasser Brothers. Brooklyn: Hanan & Son, J. & T. Cousins, George W. Baker Shoe Co., Winchert & Gardiner, John Cramer & Son, Julius Grossman, Inc., William Lane, Inc., J. J. Lattemann Shoe Manufacturing Co. Buffalo: John Strootman Shoe Co. Rochester: Dugan & Hudson Co., C. P. Ford & Co., John Kelly, Inc., E. P. Reed & Co., Sherwood Shoe Co., Utz & Dunn Co., Williams, Hoyt & Co.

Ohio—Cincinnati: Val Duttonhofer Sons Co., Helming-McKenzie Shoe

Co., Holters Shoe Co., Julian & Kokenge Co., Krippendorf-Dittman Co., Krohn-Fechheimer & Co., L. V. Marks & Co., P. Sullivan & Co., Roth Shoe Manufacturing Co., Sachs Shoe Manufacturing Co. Columbus: Riley Shoe Manufacturing Co., H. C. Godman Co.

California—San Francisco: Buckingham & Hecht.

Colorado—Denver: J. P. Dunn Shoe & Leather Co.

Georgia—Atlanta: J. K. Orr Shoe Co.

Wisconsin—Milwaukee: Beals & Torrey Co., Bradley & Metcalf Co., Harsh & Edmonds Shoe Co., Kalt-Zimmer Manufacturing Co., Ludeke-Schaefer-Buttles Co., F. Mayer Boot & Shoe Co., Nunn & Bush Shoe Co., Rich Shoe Co., Schoenecker Boot & Shoe Co., A. H. Weinbrenner Co., Weyenberg Shoe Manufacturing Co. Jefferson: Copeland-Rider Co. Racine: Fiebrich-Foxe-Hilker Shoe Co., J. Miller Co., Racine Shoe Manufacturing Co. Sheboygan: Columbia Shoe Co., Sheboygan Shoe Co. Watertown: Wolfram Shoe Co.

Tennessee—Nashville: J. W. Carter & Co. Knoxville: Brown-Ross Shoe Co.

The following list contains the names of some of the representative wholesale shoe houses and dealers in different cities throughout the country:—

New York—Isaac Blyn & Sons, Thomas Boyd & Co., Claflin Thayer & Co., Diamond Shoe Co., Dulane Shoe Co., Nathaniel Fisher & Co., Fried, Lazarus & Sons, W. D. Hannah Shoe Co., Morris Levy & Co., Maury Shoe Co., Merritt, Elliot & Co.

Syracuse, N. Y.—Dunn, Salmon Co.

Albany, N. Y.—John W. Emery Co.

Buffalo, N. Y.—William H. Walker & Co.

Cincinnati, Ohio—Mann & Longini, Nathan Plaut & Son.

Cleveland, Ohio—Adams Ford Co.

Toledo, Ohio—Simmons Boot & Shoe Co., Western Shoe Co.

Philadelphia, Pa.—DeCou Brothers Co., H. B. Hanford Co., Marsters & Hoffman, Weimer, Wright & Watkin Co., G. H. West Shoe Co.

Pittsburgh, Pa.—H. Childs & Co., Diamond Shoe Co., Stewart Brothers & Co., Wagner Brothers Shoe Co.

Reading, Pa.—Curtiss & Jones Co., Knorr & Ruth.

Scranton, Pa.—Goldsmith Brothers.

Annville, Pa.—A. S. Kreider Co.

Providence, R. I.—Anthony Greene & Co.

Nashville, Tenn.—Kornman, Sawyer & Co., Sam Levy & Co.

Dallas, Texas—Perkins Brothers Co., Sanger Brothers.

Richmond, Va.—W. H. Miles Co., Stephen Putney Shoe Co., Stern & Co., Roberts & Hoge Shoe Co., Wingo, Ellett & Crump Shoe Co.

Milwaukee, Wis.—R. N. Pitcher Shoe Co.

St. Louis, Mo.—Samuels Shoe Co., Peters Shoe Co., Lipschitz-Barack Shoe

HOWES BROTHERS COMPANY, INC.
EXECUTIVE OFFICES AND WAREROOMS, 321 SUMMER STREET, BOSTON, MASS.

HOWES BROTHERS COMPANY, Inc., tanners of sole leather, Boston, is one of the leading concerns of its kind in the United States. The business was originally founded by Ernest G. Howes in 1894. It was incorporated the following year under its present title, with Ernest G. Howes as president and Frank L. Howes as treasurer. Both have continued to hold these offices ever since. Under their capable management the Company has grown from very small beginnings to its present magnitude. Howes Brothers Company occupies the entire building shown in the accompanying illustration, 321 Summer Street, Boston. The Company also has warehouses and offices in New York, St. Louis, Chicago, and Leicester, England, as well as hide purchasing offices in Buenos Ayres, Argentine. Affiliated with the Howes Brothers Company is the Tanners Cut Sole Company, also located at 321 Summer Street, Boston, which manufactures men's and women's oak, union and hemlock cut soles, oak and hemlock taps, toplifts strips, bends, and innersoles.

AMERICAN STAY CO., BOSTON

AMERICAN TOOL & MACHINE CO., BOSTON
LEATHER SPLITTING MACHINE

Co., International Shoe Co., Hamilton-Brown Shoe Co., George F. Dittmann Shoe Co.

Minneapolis, Minn.—Grimsrud Shoe Co.

Duluth, Minn.—Northern Shoe Co.

Detroit, Mich.—R. H. Fyfe & Co.

Boston, Mass.—A. P. Tapley & Co., George F. Daniels, S. Cohen, M. Finkovitch, Lane Brothers, Goldman & Epstein, Hamburger Brothers Shoe Co., Hamilton-Brown Shoe Co., Louis Jolles, William F. Mayo Co., Outing Shoe Co., Parker, Holmes & Co., M. Dobrien & Co., F. E. Burke Shoe Co., N. Curtis & Co., S. Rosenberg, Al. A. Rosenbush & Co., James W. Sullivan & Co., C. S. Stearns Shoe Co., A. W. Tedcastle & Co., S. B. Thing & Co., Wolfman Brothers, R. E. McDonald Co., A. M. Collins Co.

Birmingham, Ala.—Earle Brothers.

San Francisco, Cal.—Buckingham & Hecht, Cahn, Nickelsburg & Co., Marvin Shoe Co., Nolan-Earle Shoe Co., H. M. Rogers, Somer & Kaufmann, C. R. Winslow & Co.

Denver, Colo.—Lawrence M. Purcell & Co.

Atlanta, Ga.—Olsan & Co., M. C. Kaisir Co., J. K. Orr Shoe Co., J. Saul & Co.

Savannah, Ga.—E. A. Weil & Co.

Chicago, Ill.—Henry Brandt & Son, Bradley Co., H. F. C. Dovenmuehle & Son, Fargo, Keith & Co., S. Freehling & Son, Groves & Rood, Guthmann, Carpenter & Telling, Charles J. Hanke, Harper, Kirschsten Shoe Co., Harrison-Barton Shoe Co., J. P. Hartray Shoe Co., Koch Brothers, Koehn Brothers, C. W. Marks Shoe Co., O'Connor & Goldberg, A. A. Putnam & Son, Sidwell-DeWindt Shoe Co., Sinsheimer Brothers, R. P. Smith & Sons, Smith-Wallace Shoe Co., Tucker & Hagen.

Peoria, Ill.—R. M. Berger & Co.

Indianapolis, Ind.—Crowder-Cooper Shoe Co.

Dubuque, Ia.—E. B. Piekenbrock & Sons.

Keokuk, Ia.—Bode & Larson Shoe Co., Huiskamp Brothers Co.

Louisville, Ky.—J. J. Schulten & Co., Vogel Brothers.

New Orleans, La.—Keiffer Brothers, Isaac Kohlman, W. J. Martinez & Brothers, B. Rosenberg & Sons.

Bangor, Me.—Sawyer Boot & Shoe Co.

Portland, Me.—A. F. Cox & Son.

Baltimore, Md.—Baltimore Bargain House, Baltimore Shoe House, Carroll, Adams & Co., Samuel N. Chamberlain, Cohen-Adler Shoe Co., Dixon-Bartlett Co., Frank & Adler, Reuben Jandorf & Co., H. Pretzfelder & Co., M. Samuels & Co., Spear Brothers, Robert E. Tubman Co.

There are not a great many leather machinery manufacturers, the following being the most important: G. W. Baker Machine Co., Wilmington, Del.; American Tool & Machine Co., Boston; John Evans' Sons, Philadelphia; Turner Tanning Machinery Co., Peabody, Mass.; Whitney Machine Co., Winchester, Mass.;

Woburn Machine Co., Woburn, Mass.; Hemmingway Machine Co., Lynn; Hutchinson Leather Machine Co., Winchester; A. Hun Berry & Co., Boston; Charles H. Stehling Co., Milwaukee; United Shoe Machinery Co., Beverly, Mass.; Hide & Leather Working Machinery Co., Milwaukee; L. & I. J. White Co., Buffalo.

There are a number of concerns wholly or partly engaged in the manufacture of tanners' materials. Among the largest are the Frank L. Young Co., extracts, oils, grease, etc.; I. Levinstein & Co., dyestuffs and oils; Marden, Orth & Hastings Co., oils, degreas and sumac; C. A. Spencer & Son, extracts and degreas; F. E. Atteaux, tanners' chemicals and aniline dyes, Boston; American Dye Wood Co., dyestuffs; Badische Co., dyestuffs; A. Klipstein & Co., dyes, chemicals, extracts, etc.; New York Quebracho Extract Co., quebracho, New York; Schoellkopf Aniline & Chemical Works, dyestuffs and chemicals, Buffalo; Kuttroff, Pickhardt & Co., dyestuffs, Philadelphia; Smethport Extract Co., barks and extracts, Damascus, Va.

The following list contains the names of some of the most important concerns engaged in the manufacture of cut soles: Hilliard & Merrill, Bacheller & Shince, C. B. Oliver & Co., J. C. F. Phinney & Co., H. W. Breed & Co., Chick B. Parker & Co., Johnson, William & Co., and J. L. Libbey & Co., Lynn, Mass.; P. J. Nangle & Co., Dodd & Williams, Harris-Wheaton Co., Gordon & Berman, Sellman & Co., Ackerman & Brummel, Tanners' Cut Sole Co., and Williams Cut Sole Co., Boston; Charles W. Arnold & Co., Ellis & Hussey, Charles E. Greenman & Co., and Charles H. Horne & Co., Haverhill, Mass.; Avon Sole Co., Avon, Mass.; Marcus Forscher & Co., New York; and Louisville Cut Soles Co., Louisville, Ky.

The principal shoe findings houses are the F. W. Whitcher Co., Farnsworth, Hoyt & Co., Brooks & Co., Chadbourne & Moore, J. E. Donellan & Co., Foster Rubber Co., M. H. Merriam Co., John D. Young & Sons Co., and F. L. Hauthaway Co. (blacking), Boston, Mass.; Brockton Rand Co., V. F. W. Filoon Co., Dunbar Pattern Co. (patterns), Woodward & Wright (lasts), and O. W. Miller Co. (trees), Brockton, Mass.; Whittemore Bros. (shoe dressing), Cambridge, Mass.; Smith & Dove Co. (thread), Andover, Mass.; Arnold Bros. & Co. (lasts), Abington, Mass.; T. W. Gardiner Co. (lasts), Lynn, Mass.; Joslin Co. (shoe laces), Providence, R. I.; Armstrong, Wilkins & Co., Philadelphia, Pa.; Henry E. Bragg Leather Co., St. Joseph, Mo.; Rupp & Wittengeld, Cincinnati, O.; Henry Kleine & Co., Chicago, Ill.; C. V. Engstrom Co., Peoria, Ill.; and Dayton Last Works, Dayton, O.

The following list includes, we believe, all the leather trade organizations, as well as the location of their headquarters: New England Shoe and Leather Association, Boston; New England Shoe and Leather Finders' Association, Boston; Boston Leather Associates, Boston; Shoe and Leather Association, Portland, Maine; Rochester Shoe and Leather Club, Rochester, N. Y.; Hide and Leather Association of New York and Vicinity, New York; Morocco Manufacturers' National Association, Philadelphia; National Association of Leather

TANNERIES OF C. MOENCH SONS CO.,
Gowanda, N. Y.

EXECUTIVE OFFICES OF C. MOENCH SONS COMPANY,
Beach Street, Boston.

UNITED STATES HOTEL,
Beach, Lincoln and South Streets, Boston, in the Shoe and Leather District.

Belting Manufacturers, New York; Patent and Enamel Leather Manufacturers' Association, Newark, N. J.; Shoe and Leather Association, Chicago; St. Louis Shoe and Leather Club, St. Louis; The National Association of Tanners, Chicago; National Leather and Shoe Finders' Association, St. Louis; The American Leather Chemists Association, New York; Association of American Manufacturers of Tanning Extracts, Lynchburg, Va.; Milwaukee Shoe and Leather Club, Milwaukee; New England Shoe Wholesalers' Association, Boston; Boston Boot and Shoe Club, Boston; Boston Shoe Associates, Boston; Boston Shoe Travelers' Association, Boston; Boot and Shoe Workers' Union, Boston; Brockton Shoe Manufacturers' Association, Brockton, Mass.; Brockton Association of Superintendents and Foremen, Brockton, Mass.; National Boot and Shoe Manufacturers' Association of the United States; Shoe Manufacturers' Association, New York; Middle States Shoe Wholesalers' Association, New York; Southern Shoe Wholesalers' Association; Cincinnati Boot and Shoe Manufacturers' Association, Cincinnati, O.; National Shoe Retailers' Association, Philadelphia, Pa.; St. Louis Shoe Association, St. Louis, Mo.; Wholesale Saddlery Association, Chicago, Ill.; National Saddlery Association, Chicago, Ill.; National Harness Manufacturers' Association, Cincinnati, O.

The members of the shoe and leather industry are particularly fortunate in the character of the newspapers and periodicals which furnish them with information concerning the business. These publications are for the most part excellent examples of editorial and typographical work. Some of them cater to the industry as a whole, while others confine their attention to the various branches.

There are seventeen shoe and leather trade journals in the United States. Eleven are published in Boston — American Shoemaking, Boot and Shoe Recorder, Leather Manufacture, Shoe and Leather Corporation Quarterly, Shoe and Leather Reporter, Shoe Repairer and Dealer, Shoe Retailer, Shoe Topics, Shoe Workers' Journal, Superintendent and Foreman, and Weekly Bulletin of Leather and Shoe News. Three are published in Philadelphia—American Review of Shoe and Leather, Shoe and Leather Facts, and Trunks, Leather Goods and Umbrellas. Two are published in Chicago—Hide and Leather and Shoe Findings. One is published in San Francisco — Coast Shoe Reporter. The Dominion of Canada has two important publications devoted to the industry, Footwear in Canada and Shoe and Leather Journal, both of which are published in Ontario.

BIOGRAPHIES
OF
PROMINENT PAST AND
PRESENT MEMBERS
OF THE
SHOE AND LEATHER
INDUSTRIES
OF THE
UNITED STATES

BIOGRAPHIES

of

Prominent Past and Present Members of the Shoe and Leather Industries of the United States

Tapley, Amos Preston, was born in Lynn March 25, 1817. Before the age of fifteen circumstances compelled him to earn his living and contribute to the support of his widowed mother and family. A place was found with Josiah Pierce, who kept a wholesale boot and shoe store on Broad Street, Boston. As was customary at that time his home was in the family of his employer, then living on Hayward Place.

The work was hard, the hours long, but with industry and close attention rapid progress was made, and in 1836 he ventured with the bookkeeper, Daniel Bingham, to purchase the good will and stock of Mr. Pierce. With limited means and more ambition than capital, depression compelled the young concern to suspend and compromise with their creditors; the small savings of both were swept away.

One of his earliest acts when prosperity came was for Mr. Tapley to call his creditors together and pay them from his individual resources the balance of their claim, including principal and interest, against Bingham & Tapley.

Resuming alone in 1837, he continued during 1837 and 1838, and the concern became Bingham & Tapley in 1839, remaining such until 1846, when Mr. Bingham retired, and Mr. Tapley took the business as an individual.

The business to which Mr. Tapley succeeded was with country stores, owned by shipbuilders, prominent lumbermen and contractors. The country store of that time has developed into the great department store of today. These stores as a rule were conducted by representative citizens of their locality, men of individuality,

strength of character and ability, among whom were several congressmen.

Contact with such men was of great value to the young storekeeper, developing in him a capacity to judge character, which in after life was of great value. When one realizes it often meant credit of a year, with an extension if the debtor was not in funds, it can readily be seen that errors of judgment were expensive, but the profits justified the risk.

Attracted by banking and with a natural taste for finance, success in the mercantile business gave him leisure to inspire and be largely instrumental in the organization of the City Bank in his home city of Lynn. The bank, chartered by the state in 1854, became national in 1864. Mr. Tapley was its second president, chosen in 1858, and after a service of thirty-five years, his resignation, more than once tendered, was reluctantly accepted in 1893.

In addition to the mercantile and banking business he became early interested in the McKay sewing machine, which revolutionized the shoe industry, serving during the entire existence of the patent on the executive committee; some of the first shoes made by this process were distributed through his firm.

With the exception of a term as alderman in one of the early city governments of Lynn, Mr. Tapley declined political office or appointment, but was not, however, unmindful of his duties as a citizen, serving as active trustee for several large estates, and director of many important financial

enterprises and charitable organizations. He was married December 15, 1842, to Adaline Elizabeth Fuller, who died December 19, 1851, one child, Henry Fuller Tapley, surviving. He was married again January 23, 1856, to Anna Sarah Ireson, who died March 19, 1913, a daughter, Alice Preston, surviving. Both wives were natives of Lynn.

In religious belief his family for generations had been strong in the Orthodox faith, but in the environment of a larger city, the home of Unitarianism, he became interested in that denomination, and for the balance of his life adhered to the liberality of that church.

Up to within a fortnight of his death, which took place March 18, 1905, Mr. Tapley was daily at his office, retaining his faculties to a very remarkable degree.

Tapley, Henry Fuller, son of Amos Preston and Adaline Elizabeth Fuller Tapley, was born on Harrison Avenue, the present Chinese quarter of Boston, November 2, 1843, removing with his parents a short time after to Lynn, where he has since made his home.

At the age of nineteen he entered the store of his father. It is well to note how differently boys were trained at that time and what was expected of them. Boy's work fell to his share, work such as the average boy of today is not satisfied to perform, opening, closing store, sweeping out, dusting, mending cases, brushing and repacking mouldy boots, saving paper and twine and practicing other small economies. No favors were shown and he was obliged to advance by merit until practical knowledge and character enabled him to become a partner in 1869.

In an experience of more than fifty years wonderful changes have materialized. When he commenced the traveling salesman was a novelty, styles were few, and dealers easily satisfied. A moderate sized trunk held

the comparatively few samples; a call twice a year sufficed to obtain the spring and fall orders. The increased use of machinery stimulated a demand for more stylish goods; buyers were not satisfied with the old, clumsy peg footwear; evolution produced the soft chrome tannage.

Machinery was rapidly superseding hand, especially on men's and ladies' work; small bosses continued to bring their productions, frequently using meal or flour bags which had been washed, and packing children's and misses' shoes in them. Children's shoes were nested, that is, size 2 in size 4, size 4 in size 6, thus utilizing space. Boxes were often irregular in shape and not confined to any specific quantity, and newspapers were used in packing. After a time cartons containing twelve pairs came in, which was considered quite an event. A store would buy five dozen of shoes often to get five cartons; later this was superseded by the single carton, now so generally in use.

At the time of the Boston fire in 1872 the concern was located on Milk Street. The entire building was burned between Saturday night and Monday morning, all the contents of the store being destroyed, with the exception of a book of no value and an old umbrella. The insurance was poor, only fifteen per cent. on the dollar being paid a year later. Notwithstanding that drawback, Amos P. Tapley & Co. paid all bills promptly and in full. Immediate steps were taken to procure quarters, and after a perplexing search lofts were hired, manufacturers notified and goods shipped from the new store on Tuesday, before the embers of the old fire had ceased to burn.

Like his father, political preferment had no charm, but he also appreciated his duties as a citizen, accepting the responsibility of such financial positions as trustee of various estates, director of more than one bank, and insurance companies. He was president, director and treasurer of dif-

WALTER G. GARRITT.

which length of time is something very remarkable in these days of frequent changes, and he was a partner with him in the firm of Gregory, Shaw & Company, the successors of William Claflin & Company and William Claflin, Coburn & Company, who were the successors of the original house established by the Hon. Lee Claflin in 1815, and who occupied the store built for them at 136 Summer Street, Boston, on the site of Daniel Webster's home.

After fifty years in the leather business Mr. Woolson became a banker, and was for many years a member of the firm of Wood, Loring & Company, bankers, Boston. He was one of the incorporators of the Suffolk Savings Bank, Boston; served as a trustee of the Boston Five Cents Savings Bank, and was one of the oldest officers of the Revere Bank.

Mr. Woolson, when a clerk, was successively librarian, director, vice-president, treasurer and president of the Old Mercantile Library Association of Boston in its palmy days. He took a deep interest in the association and gave cheerfully much good, hard work to help it obtain the influence and prosperity which it certainly enjoyed in an eminent degree throughout the city in its day. At the time he was president, 1853-54, the association numbered twenty-five hundred of the merchants' clerks of Boston. This was before the days of the Public Library, Young Men's Christian Association and Union, and the merchants and their clerks lived in town, and not in the suburbs, as they do now. "The Old M. L. A." was a great power for good between the years 1840 and 1860, and numbered from time to time in its official boards such men as Isaiah M. Atkins, Jr., George Warren, Lovett Stimson, Edwin P. Whipple, James T. Fields, Daniel N. Haskell, Eliot C. Cowdin, Martin P. Kennard, Thomas J. Allen, Warren Sawyer, William H. Kennard, Thomas H. Lord, Charles H. Allen,

George S. Blanchard, James Otis, Edward and George Stearns, and many others who afterwards became useful and prominent in the mercantile, professional, literary, and educational walks of life. A few of the names which might be mentioned among the many of the earlier generous patrons and stanch, steadfast friends of the "M. L. A." were such eminent merchants and others as Colonel Thomas Handasyd Perkins, the Lowells, the Amorys, Bryant & Sturgis, Thomas P. Cushing, William Perkins, Amos and Abbott Lawrence, Samuel, Nathan and William Appleton, George C. Barnard & Adams, Larkin & Stackpole, Minot & Hooper, Martin Brimmer, Robert C. Winthrop, Edward Everett, Augustus Hemenway, J. E. Thayer & Brother, Jonathan Mason, Peter C. Brooks, Robert Gould Shaw and other merchants whose ships dotted the seas when the commerce and shipping of this country were excelled by England alone.

Mr. Woolson was drafted during the Civil War, but was unable to pass the necessary physical examination. He sent a substitute in his place, and while this man was in the field Mr. Woolson watched over and cared for the family which he had left behind. He also contributed in many ways to the various causes which needed assistance in the course of the war. Throughout his life he gave generously but unostentatiously to all good causes; to struggling churches he was especially generous. One of his chief interests was in assisting young men to establish themselves successfully in business. Never before, said an older member of a great business association, describing the meeting of that association called to take action on the death of Mr. Woolson, had he seen such an occasion. Man after man, young and middle-aged, arose to tell how much Mr. Woolson had helped him with money, with counsel and with friendship.

He steadily refused to accept offers

of political preferment, thinking he had not the time to attend to public duties properly, and modestly declaring that there were many of his fellow-citizens who were much better fitted for such positions than he was. As a matter of duty, however, he did consent to serve as a member of the Cambridge city government.

Mr. Woolson was a member of the Masonic fraternity. He also belonged to the Massachusetts, Cambridge, Colonial and Union Clubs, and about fifteen other organizations, though never regarding himself as a club man in the ordinary acceptation of that term.

In 1859 Mr. Woolson was married to Miss Annie Williston Dickinson, of Boston. Her grandfather, John Williston, was an officer in the Custom House under General Benjamin Lincoln, the first Collector of the Port of Boston, who was appointed by President George Washington. Mr. Williston died young, from the effects of a severe cold caused by exposures at the time of the embargo. Her father was Daniel Dickinson, of Old Hadley, Massachusetts, who was of the Dickinson family and ancestry of Amherst, Hadley and that vicinity. Her family on both sides took an active part in the Colonial Wars, the Revolution, the War of 1812 and the Civil War. Her only brother, Lieutenant Dickinson, gave his life for his country in the Rebellion, and his name is on the Soldiers' Monument on Cambridge Common. A number of Mr. Woolson's ancestors also did duty in the Revolutionary War, and several of his relatives on both sides of the house gave their services and some their lives in the War of the Rebellion.

Mr. Woolson died in Cambridge, January 25, 1904, at the age of seventy-four years. He is survived by his widow, and also by his two daughters, Mary Woolson (Mrs. James L. Paine, of Cambridge), and Eda Adams Woolson, wife of Professor Byron S.

Hurlbut, dean of Harvard College, 1902-1916.

Proctor, Abel Harrison, the subject of this sketch, was born at South Danvers (now Peabody), Massachusetts, on September 24, 1858, the son of Abel Johnson Proctor and Lucy (Harwood) Proctor. He was the eighth in descent from John Proctor, who came from London, England, in the ship "Susan and Ellen" in 1635, at the age of forty, and settled at Ipswich, Massachusetts. With John Proctor came his wife, Martha, and two children—John, aged three years, and Mary, aged one year. Later, John Proctor removed to Salem, Massachusetts. His will, proved on November 28, 1672, named his wife and seven children: John, Joseph, Benjamin, Martha White, Abigail Varney, Sarah Dodge and Hannah Wieden (?). It was from the son John that Abel Harrison Proctor was descended. This son John was condemned at Salem on a charge of witchcraft during the fanaticism of 1692. He was executed, but his wife, sentenced at the same time, escaped by delay. Two of his daughters were imprisoned on the same charge, but were probably released without trial.

Through his grandmother on his father's side, Lydia Emerson Proctor, Abel Harrison Proctor was a descendant of Thomas Emerson, who came from England and settled at Ipswich, Massachusetts, about 1635. The great-great-great-grandfather of Abel Harrison Proctor and the great-grandfather of Ralph Waldo Emerson were brothers.

Through his mother he was descended from William Bradford, the second governor of Plymouth Colony, and from Thomas Dudley, the third governor of Massachusetts Bay Colony.

The father of Abel Harrison Proctor was born at South Danvers on June 12, 1836, and his mother was

born at Barre, Massachusetts, June 16, 1837.

When Abel Harrison Proctor was about three years old, his father's health failed, and the family went to Minnesota, hoping that the change of climate would cause an improvement. This hope, however, did not prove to be well founded, for on February 21, 1861, shortly after their arrival, his father died in his twenty-fifth year. The mother and child now returned to Massachusetts and took up their abode at South Danvers.

In 1867 they removed to Salem. Here the son attended, first, Miss Morgan's School, then the Grammar School and then the High School, where he attained high scholarship. Among his instructors in the High School was Maurice H. Richardson, who was afterwards famed as a surgeon.

Shortly before the graduation of his class from the high school, his uncle, Thomas E. Proctor, offered him a position in the leather business. This he accepted. His instructors in the high school, predicting for him a brilliant career at college, endeavored to persuade him to change his mind and to enter Harvard College, but he had made his decision carefully and he abided by it.

The business with which he now became associated had been founded by his grandfather, Abel Proctor, who, later, took his two sons, Thomas E. Proctor and Abel Johnson Proctor (the father of Abel Harrison Proctor), into partnership with him. For more than a generation the Proctor Tannery had been a landmark in the town of Peabody and the chief industry of the place.

During the Civil War — after the death of Abel Johnson Proctor — the name of the business was changed to Thomas E. Proctor. When Abel Harrison Proctor entered the business, in 1875, its offices were at the corner of Congress and High Streets, Boston. Here he learned the technical details

of the leather industry and gained that sound knowledge of mercantile principles which was later to stand him in good stead.

In 1887 the business was incorporated under the title of the Thomas E. Proctor Leather Company. The following tanneries were controlled by the corporation: Oswegatchie, Wilna, Greenwood, Lycoming, Ralston, Penfield, Columbia, Summit, Falls Creek and Athens.

In 1893 the concern became a part of the United States Leather Company (now the Central Leather Company). This great corporation owes its existence to the efforts of a few leading tanners of sole leather, who, tired of the competition in their business, conceived the idea of combining their tanneries. Thomas E. Proctor was the master spirit of the combination. The United States Leather Company was incorporated under the laws of New Jersey on February 25, 1893. At the first meeting of the stockholders, held on the first day of May in that year, Thomas E. Proctor was elected president.

On December 7, 1894, Thomas E. Proctor died. In his will he named Abel Harrison Proctor as one of his trustees. Abel Harrison Proctor now gave his entire attention to his new duties. The time was one of intense business depression. In the management of his uncle's estate Abel Harrison Proctor's knowledge of the leather business was of great value. In the re-investment of the funds of the estate he showed marked ability. In Boston real estate matters he became a leader. He foresaw and furthered the development of Boylston Street as a business thoroughfare, and, several years before the event, he predicted the extension of Arlington Street.

He was also (after the death of the original trustees) one of the trustees of two trusts created by his grandfather, Abel Proctor, by deed; and, on account of his knowledge of business

and properties, he was frequently consulted by people in the settlement of estates.

While still a very young man he had been elected a director of the Webster National Bank of Boston. From 1899 to 1908 he was a director of the Boston Safe Deposit & Trust Company, and in 1904 a member of its executive committee. As a director of these institutions he showed energy and sagacity.

In business, as in private life, he was scrupulous. His judgment of Boston real estate was accurate, but he never permitted himself to buy Boston real estate on his own account, for fear that there might be a conflict between his personal interest and the interest of the estate he represented.

Mr. Proctor never married. He lived with his mother in Salem in the house on Washington Square built about 1785 by Captain Francis Boardman. This was the first house of any importance built on the east side of Salem Common, and was specially commented upon by General Washington during his visit to Salem in 1789. In this house are some fine examples of Colonial furniture, some of which were brought from England at a very early time.

He was a lifelong neighbor and friend of Henry FitzGilbert Waters, the genealogist and antiquarian, who discovered in England the ancestry of George Washington and of John Harvard, and he delighted to hear Mr. Waters tell of his researches in England.

In Salem Mr. Proctor was a member of the Salem Club, and in Boston of the Algonquin Club and of the Boston Athletic Association. He was also a prominent member of the Boston Real Estate Exchange.

For many years Mr. Proctor had spent his summers at Rangeley, Maine. Here he acquired extensive real estate holdings, and between him and the people of Rangeley there grew up a strong friendship.

Mr. Proctor died in Salem on March 6, 1913. In his death the community lost one of its most useful citizens. Though he had severed his connection with the leather industry many years previously, its members felt that they had lost one of their number.

The Boston Real Estate Exchange expressed its estimate of him in the following resolutions:—

"He was an interested and enthusiastic friend of the Exchange, and, in his service as a director, for seven years he gave the best of his unfailing energy and his clear and excellent business judgment to its affairs. His high character and uprightness and his genial friendliness and generous disposition endeared him to his associates. Fortunate in his temperament, he joined simplicity, kindness and charity with practical good sense and unusual sagacity. Ever modest, cordial to all, cheerful, of even disposition, and with a generous heart, he was a man of many virtues, a good and useful citizen and friend."

McDonald, Robert Emmet, president and treasurer of the R. E. McDonald Company, wholesale shoe dealers, 192 Lincoln Street, Boston, was born in St. Louis December 6, 1876, the son of Charles and Margaret (Fagan) McDonald. His father was engaged in the express business in St. Louis and Robert received his education in the public schools of the city. At the age of thirteen years he went to work for the O. J. Lewis Mercantile Company, starting at three dollars a week. His employers soon recognized his ability and promoted him to a better position; thenceforth his advancement was rapid. He remained with this concern twenty years, during which he gained much valuable experience and became acquainted with the members of many of the leading business houses of St. Louis.

In 1911 Mr. McDonald moved to Boston and organized a wholesale shoe concern, which was incorporated

ROBERT E. McDONALD

under the laws of Massachusetts as the R. E. McDonald Company, having a capital stock of \$25,000, which in 1914 was increased to \$100,000. The company commenced doing business on January 1, 1912, at 192 Lincoln Street. It originally required only four small floors; it now has the entire building. Mr. McDonald has been president and treasurer of the company ever since it was organized.

The company handles medium-priced goods in all lines, some of which are novelties. Its principal markets are the Central West, the Far West, the South, Porto Rico, Cuba, London and Belfast. During the first year of its existence it sold goods to the value of \$488,000. In 1917 the sales amounted to \$2,000,000.

Mr. McDonald is a member of the City Club of Boston and the Winchester Golf Club. He was married in St. Louis, December 12, 1902, to Lucy Berger of that city. They have six children: Frances Lucille, Marion Elizabeth, Robert Emmet, Margaret Mary, Charles Edward and John Thomas McDonald. Mr. McDonald and his family reside in Winchester, Mass.

Howe, Elmer Parker, son of Archelaus M. and H. Janette (Brigham) Howe, was born in Westboro, Mass., November 1, 1851. His father was one of the pioneer manufacturers of cutting dies and machines and tools used in making boots and shoes, having purchased the business of S. K. Taylor & Co., in Marlboro, in 1858, and moved it to Westboro. In the Spring of 1860 his father enlarged that business and transferred it to Worcester, Mass., where he continued it successfully until 1906, when he sold it to John J. Adams, who has ever since continued it.

The son was educated in the public schools of Worcester and learned the blacksmith's and machinist's trades. In 1868 he entered the Worcester County Institute of Industrial Science

(now the Worcester Polytechnic) and was graduated in 1871 with the first class which was graduated, receiving the degree of S. B. From October, 1871, to June, 1872, he studied with a tutor in New Haven, Conn., and entered Yale College in the class of 1876. In the spring of 1873 he was an honorary commissioner to the Vienna Exposition under the late Charles Francis Adams, Jr., and wrote some articles and reports concerning it. While there, as well as during his travels, he investigated the manufacture of shoes, especially devoting himself to machinery. After graduation from Yale in 1876, with the degree of B. A., Howe studied law in the office of Hillard, Hyde & Dickinson, in Boston, and attended lectures at the Boston University Law School. In the summer of 1878 he studied in the office of Hoar & Nelson at Worcester and was admitted to the bar in that city in September, 1878.

January 1, 1879, he became junior partner in the firm of Hillard, Hyde & Dickinson. Owing to the death of Mr. Hillard in July of that year, the partnership name became Hyde, Dickinson & Howe, and was continued until 1889, when it was dissolved by mutual consent.

Mr. Howe gave special attention to litigation and advice involving letters patent for inventions and matters relating to corporations. He was an adviser of the Goodyear Shoe Machinery Company and its predecessors from 1878, and was its vice-president from 1890 until 1899, when it was merged in the United Shoe Machinery Company, of which company and of corporations affiliated with it, he was a director up to the time of his death.

From 1881 to 1910 he was counsel for the American Trust Company, of Boston, and, until a few years ago, a director in that company. He was for many years a member of the Board of Trustees of the Worcester Polytechnic Institute.

He was a member of the Union and Algonquin Clubs in Boston, the East-

ern Yacht Club in Marblehead, and the University and Yale Clubs in New York.

He never held public office, nor married. Mr. Howe died in June, 1918.

Richmond, Charles F., who was for many years vice-president of the W. L. Douglas Shoe Company of Brockton, was born in that city in August, 1873, the son of Captain Lucius Richmond. He received his early education in the public schools of Brockton. After graduating from the Brockton High School he entered Amherst College, and after his graduation from that institution he began his business career with L. Richmond & Company, of Brockton. A few years later he went to work in the office of the W. L. Douglas Shoe Company. Mr. Richmond's ambition was to rise, and as a result of his great executive ability he was made vice-president of the company, which position he held up to the time of his death.

Mr. Richmond was married on May 28, 1901, to Miss Amy Reynolds Douglas, daughter of W. L. Douglas, of Brockton. He was a member of the Brockton Golf Club and the Thorny Lea Golf Club, also of that city; the Algonquin Club of Boston, the Boston Athletic Association and the Massachusetts Automobile Association. He was a thirty-third degree Mason. He had summer homes at Buzzards Bay and South Orleans.

Mr. Richmond died July 25, 1917, at Bretton Woods, New Hampshire, while on a vacation. His death occurred very suddenly, for he had apparently been enjoying his usual health. He is survived by his wife and four children—William Douglas, Lucie, Alice and Virginia Richmond—as well as by his mother, two sisters—Mrs. Agnes Gould and Miss Jennie Richmond—and two brothers—Frederick P. and Horace Richmond.

Mr. Richmond was a man of genial and friendly disposition and has left a multitude of social and business

friends who much deplore his early death. The high esteem in which he was held by the members of the industry to which he was such an honor was evidenced by the presence at his funeral of a committee from the New England Shoe and Leather Association composed of President Harry I. Thayer, Myron L. Keith, of the George E. Keith Company; Oliver M. Fisher, of the M. A. Packard Company; Charles C. Hoyt, of Farnsworth, Hoyt & Company, and Colonel F. G. King, of the United Shoe Machinery Company.

Klipstein, August, president of A. Klipstein & Co., was born in Germany, June 27, 1848. He received an excellent education at one of the best schools at Frankfort on the Main, and was trained for business in that city, Dresden, Paris and England.

Mr. Klipstein came to the United States in 1872 and established himself at once in the business of importing, exporting and dealing in dyestuffs, chemicals, tanning materials, raw materials, and so forth. By his energy, close application, progressiveness and by taking advantage of all the results of modern invention which has wrought such a revolution in many processes of manufacture, he has developed this business so that now it is one of the leading houses in this line, having connections in all parts of the world, the main house being at 644 Greenwich Street, New York, with branches at Boston, Providence, Philadelphia, Charlotte, N. C., and Chicago; in Canada it is represented by A. Klipstein & Co., Ltd., at Montreal.

In 1894 the business was incorporated under the name of A. Klipstein & Co., and August Klipstein is president. The house pays special attention to their large business with the tanning industry, to which it sells all kinds of tanning materials, oils, chemicals, dyestuffs, and so forth, and it has introduced the use of many articles for tanning—for instance, Que-

bracho Extract, Myrabolam, Mangrove Bark, and so forth.

August Klipstein was married in New York City on June 6, 1886, to Hedwig, daughter of F. A. Hemmer. They have one daughter, Louise Klipstein, and two sons, August Klipstein, junior, and Herbert Klipstein, both sons being graduates of Williams College, Williamstown, Mass.

A. Klipstein, junior, is active in the business of A. Klipstein & Co. Herbert Klipstein, after graduating from Williams College, took a course in chemical engineering at the Massachusetts Institute of Technology, from which he also graduated.

Klipstein, Ernest Christian, is a typical American. On his father's side he is descended from Dr. Philip Klipstein, who came to America as surgeon of the Hessian Division of the British Army, and at the close of the War of the Revolution settled in Winchester, Virginia, where he practiced his profession.

Philip Engel Klipstein, one of the five sons of Dr. Philip Klipstein, also became a physician and pursued his medical practice in Fauquier County, Virginia. He married Sarah Ball, of the well known Ball family of Virginia.

Philip Augustus Klipstein, third son of Dr. Philip Engel and Sarah (Ball) Klipstein, was a merchant farmer at Marshall, Virginia, and served in the Confederate army as a member of the Eighth Regiment, Virginia Infantry, attached to Pickett's Division, and died in 1905. He married Amanda Louisa Hixon, daughter of James and Mary (Hampton) Hixon, of whom the former was of New Jersey Quaker stock, and settled in Loudoun County, Virginia, in the latter part of the eighteenth century; he served in the Continental army throughout the war of the Revolution. Mr. and Mrs. Klipstein had three children: Ernest Christian, whose name heads this sketch; James Hampton, still residing on the old homestead in Fauquier

County, Virginia, and William Augustus, a manufacturing chemist of New York City.

Ernest Christian Klipstein was born in Fauquier County, Virginia, December 24, 1851. He received such a primary education as was possible in a country overrun alternately by both armies during the Civil War, and this was supplemented by two years at Roanoke College, Virginia, 1867-68. His career after this limited education was also typically American. After teaching school for three years in Virginia and one year in Arkansas, he entered the retail drug business in preparation for his intended course as a physician, and supplemented the same by attendance at the College of Physicians and Surgeons in Baltimore, Maryland. In further pursuance of the same object he removed to New York in 1875, but finally connected himself with the house since known as A. Klipstein & Co., pioneer importers of German chemicals and coal tar dyes. This business, originally begun with France, Germany and England, gradually extended to the whole world and necessitated extensive travel, in the course of which Mr. Klipstein became a fluent linguist, learning to speak and write German, French, Spanish and Italian, besides acquiring a working knowledge of Dutch, Swedish and Portuguese. During his commercial career Mr. Klipstein introduced many new chemical products and processes, the most notable of which was the use of foreign materials for tanning leather, such as Quebracho Extract from Argentine, Myrabolams from India, Mangrove Bark from Africa, thereby revolutionizing the tanning industry of the United States. More recently Mr. Klipstein has devoted his energies to the development of the coal tar industry in this country. He is the author of numerous technical articles which have appeared in chemical and other scientific publications, one of especial note appearing in 1908 in the Journal

of the Society of Chemical Industry. His efforts in the cause of education have borne good fruit, and he is one of the trustees of the Free Public Library of East Orange, New Jersey. He is a member of numerous organizations, among them being: Essex County Country Club, Orange, N. J.; Hamilton Club of Paterson, New Jersey; Reform Club of New York; Chemists' Club of New York; Drug and Chemical Club of New York; Merchants' Association of New York; Chamber of Commerce of the United States; Society of Chemical Industry, London, England; Electro-Chemical Society, New York; and Verein Deutscher Chemiker. In political matters he prefers to be independent and will not allow himself to be bound by party ties. His church affiliations are with the Presbyterian denomination.

Mr. Klipstein married Grace Lillian Mills, who was born in Hamilton, Ontario, a granddaughter of Samuel Mills, one of the original senators appointed by the English crown at the formation of the Dominion of Canada. His children are: Ernest Holton, Gerald Philip and Kenneth Hampton. The business office of Mr. Klipstein is at No. 644 Greenwich Street, and his residence at No. 93 Prospect Street, East Orange, New Jersey. Mr. Klipstein is greatly interested in scientific studies and he finds his chief recreation in his experimental and constructive work in his laboratory, and the game known as golf.

Flynn, C. G., founder and president of the C. G. Flynn Leather Company, the largest leather remnant and scrap leather concern in the world, was born in Braintree, Massachusetts, in 1859, the son of Daniel and Mary Flynn. He was educated in the public schools of his native town. After leaving school he went to work for Beale & Company, with whom he remained three years. He then entered the employ of Spence & Company and at the end of ten years became a part-

ner. Three years later he purchased the interests of the other members and opened a place of business at 21 South Street, Boston. In 1885 he moved to 86 South Street and subsequently to the building at 107 South Street, the whole of which he now occupies.

The business was incorporated in 1905 as the C. G. Flynn Leather Company. Dealing in all kinds of welting offal, harness, collar, saddle, bookbinders', carriage and automobile scrap, it has uniformly during the whole twenty-three years that it has been in existence given the best possible service to both buyers and sellers. The especial attention of the trade is called to the sole leather department, which is an important feature of the company's activities.

Mr. Flynn is a director of the Massachusetts Trust Company and a member of the Chamber of Commerce, Boston Athletic Association, New England Shoe and Leather Association, Ninth Regiment Association and Young Men's Catholic Association.

On June 12, 1894, he was married, in Boston, to Mary A. McGowan.

Brooks, George, founder of Brooks & Company, Inc., shoe manufacturers' goods, 135 Essex Street, Boston, was born in Roxbury, Mass., November 28, 1819. He was the son of Kendall and Mary (Pettee) Brooks. His father, who was a chaise and harness maker, was born in Woburn, Mass., in 1792 and died in 1872. George's mother was born in Needham, Mass., in 1799 and died in 1870. She was Kendall Brooks' second wife, and George was her eldest child by this marriage.

He first went to school when he was four years old. At the age of seven he entered the Roxbury Grammar School in the same class with his brother, Rev. Kendall Brooks, D.D., for many years president of Kalamazoo College, Michigan.

George Brooks in September, 1834, after completing his course of study at the Roxbury Latin School, began business life as a clerk in the grocery store of Caleb Parker at Roxbury. In 1839 he entered the employ of Stephen Williams, currier, and the day he was twenty-one, November 28, 1840, he became a partner in the firm of Stephen Williams & Company.

In 1845 Mr. Brooks went to France, where he spent a year in learning special methods of leather manufacture. In 1846 he engaged in manufacturing the leather known as "French Calf," introducing it in this country.

In 1851 he, with Joseph A. Safford and John D. Sumner, founded the firm of Safford, Brooks & Company, dealers in shoe manufacturing goods at 1 Blackstone Street, Boston. Under the successive names of Brooks, Lane & Company, Brooks & Mecuen, Brooks & Young and Brooks & Company, Mr. Brooks remained at the head of the concern until his death on October 22, 1907.

Brooks & Company consisted of Mr. Brooks and his two sons, George Kendall and Gardner Corey. The elder died June 7, 1901, and the younger, November 28, 1916.

George Clark Brooks, the only son of George Kendall Brooks, was associated with the firm until his enlistment in 1917.

In 1916 Brooks & Company became a corporation. It is today one of the largest concerns in this line in New England and is the sole New England agent for the famous O'Sullivan rubber heels. Besides the main office on Essex Street, it has a branch office in Auburn, Me.

Mr. Brooks was a resident of Brookline, Mass., having lived there since 1852. He was a member of the Brookline School Committee for twenty-one years. Always an active member of the Brookline Baptist Church, he faithfully served for many years as deacon and also as superintendent of the Sunday School.

He married Miss Eliza Corey, daughter of Deacon Timothy Corey of Brookline, by whom he had two sons, George K. and Gardner C., and one daughter, Mrs. Agnes B. Vining, who is the only surviving child.

French, Herbert Frederick, founder of the firm of Herbert F. French & Company, certified public accountants, whose clientele includes a large number of representative shoe and leather concerns, was born in Randolph, Mass., April 8, 1868. He is the son of George M. and Mary Ann (Wales) French. Both his father and grandfather were among the pioneer shoe manufacturers of Randolph, and were engaged in the business long before the advent of machinery, when shoes were made wholly by hand. Herbert F. French received his early education in the public schools of Randolph, after which he entered Thayer Academy, where he completed his studies.

In 1885, at the age of eighteen, Mr. French entered the employ of Sanborn & Mann of Stoneham, Mass., with whom he remained for six years. During the next five years he was employed by Edward F. Sanborn & Co. as a traveling salesman.

In 1896 he established the firm of Herbert F. French & Company, certified public accountants. With the exception of six months, his offices have been in connection with the New England Shoe and Leather Association, now located at 166 Essex Street, Boston. About one-third of his business is with the shoe and leather trade, and the rest with other lines.

Mr. French is president of the Randolph Savings Bank. He is a thirty-second degree Mason, being affiliated with Norfolk Union Lodge, Randolph. He is also a member of the New England Shoe and Leather Association, Credit Men's Association, Boot and Shoe Club, and City Club of Boston.

Mr. French was married first December 3, 1890, to Grace L. Moulton of Randolph, who died September 1, 1907. His son, Earle, was born of this marriage February 18, 1896. His second marriage was on September 15, 1910, to Edith L. MacGregor, daughter of Robert and Mary Ann Macgregor of Brookline, Mass. One child was born of this marriage, Richard F., January 23, 1915.

Houghton, William Stevens, was descended from John Houghton, who, with his wife, Beatrix, was a townsman in Dedham, Mass., in 1654, and afterwards removed to Lancaster, Mass., where he died April 19, 1684. His son, John Houghton, was for many years town clerk of Lancaster and a delegate to the General Court.

William Stevens Houghton, the subject of this sketch, was the son of Reuben and Elizabeth (Mead) Houghton and was born in Boxboro, Mass., June 20, 1816. But he did not trace his descent alone from John Houghton, the early Puritan of Dedham and Lancaster. The grandmother of Elizabeth Mead, the mother of Mr. Houghton, was Hannah Willard, a descendant of Major Simon Willard, who was born in England about 1605, and came to Massachusetts in 1634. Mr. Willard lived in Concord, Lancaster, Groton and Salem, Mass., was an assistant in the Massachusetts Colonial Government many years and also commander of the Massachusetts colony forces.

Mr. Houghton received an education which was limited to the district school, and to such privileges as were open to the youth of the town in the Lyceum of Littleton, Mass., to which place his father removed in his boyhood. His father opened and for many years kept a country store in Littleton, and in that store he learned the first lessons of his business life. At the age of nineteen, about the year 1835, he removed to Boston and bought out a retail shoe store in Court Street. His

predecessor in the store, though having agreed not to compete with him in the neighborhood of his old place of business, soon opened a shoe store on the opposite side of the street and boasted of his ability to ruin the trade of his successor. Mr. Houghton, however, was equal to the occasion. He was a man of unusual business capacity, which had been thoroughly trained under his father's eye, and, moreover, possessed unbounded industry attended by great perseverance and a determination to succeed. The result of the competition was the failure of the man who had broken his word, and the success of Mr. Houghton. After some years at profitable retail trade, he established himself as a shoe jobber, and, at a later day, became associated with John S. Fogg, of South Weymouth, Mass., as a manufacturer, with a shoe factory in Weymouth and a store on Pearl Street, the business being carried on under the firm name of Fogg, Houghton & Co. This firm later became Fogg, Houghton & Coolidge, and so continued until 1878, when Mr. Fogg retired, and the firm name was changed to Houghton, Coolidge & Co. Albert L. Coolidge, the junior partner, was brought up in the old firm and continued a partner of Mr. Houghton until his death in 1891. The other members of the firm of Houghton, Coolidge & Co. were George D. Clapp and Harry Seaver, and the firm continued in business until the partnership expired by limitation in 1892, when Mr. Houghton retired from active business. In the fire of 1872 the firm of Fogg, Houghton & Coolidge was burned out, and for a time was established on Hanover Street, where it remained until its final removal to 24 High Street.

In 1892 the business career of Mr. Houghton came to a close. Its starting point was in a small retail store on Court Street in 1835; its close was in the largest wholesale shoe house in New England. Such a career indicates the character of the man. It could not

WILLIAM S. HOUGHTON.

have been the result of accident, nor of mere shrewdness in trade, nor again of the indomitable energy and perseverance which characterized him, without the mingled ingredients of a broad intelligence and the strictest integrity. He was a type of the ideal merchant, prompt, industrious, persistent and capable, not only of taking large and comprehensive views of his business, but of exerting the most careful attention to minute details. His methods of conducting business were of the strictest character, and, while possessing a sturdy integrity and love of justice himself, he insisted upon fair and just dealings on the part of those with whom he had business relations.

In his private life he was sympathetic and charitable, and always a generous and liberal giver. Many applications were made to him for assistance by churches, educational institutions and individuals, and these were almost invariably responded to favorably, when, after a careful investigation, they were found to be reasonable and worthy. When he gave, however, he gave quietly and often anonymously, or under a pledge that his name should not be made public. His benefactions to churches and colleges were numerous and large, and, as a memorial of his father, he established a fund for the benefit of the Public Library in Littleton, to which, however, he gave the name of one to whom he was indebted for favors in early manhood. In Wellesley College, of which he was a trustee, he felt a deep interest, and, in compliance with his request, his son and daughter have given to that institution \$100,000 for the erection of a chapel, which is known as the Houghton Memorial Chapel.

He married first, April 12, 1849. Abby Frances, daughter of Joseph and Abigail (Emerson) Goodridge, and second, May 19, 1859, Sarah Jane, daughter of Samuel and Jane Sisson (Blackstock) Topliff, who died December 30, 1886. Elizabeth

Goodridge Houghton, the only child of the first wife, resides in Boston. There were four children of the second wife, and of these, Clement Stevens, the only survivor, married, October 1, 1896, Martha Gilbert, daughter of the late Judge James D. Colt, of Pittsfield, Mass.

In his political relations William Stevens Houghton was an ardent Republican, but neither sought nor accepted political office. The duties pertaining to his business, to the associations with which he was connected, his home and a moderate participation in the enjoyments of social life filled up the measure of his time. He was a director in the Webster National Bank, a trustee of Wellesley College, a member of the Bostonian Society, the New England Historic Genealogical Society and the Congregational Club.

Mr. Houghton attended with his parents the Unitarian Church in Littleton, but, when he removed to Boston, he attended the Central Congregational Church, under the pastorate of Rev. William C. Rogers, then located on Winter Street, but now at the corner of Berkeley and Newbury Streets, the Back Bay. Of this church he early became a member, and later one of its deacons, and its Christian work was always near his heart.

William Stevens Houghton died in Boston, January 3, 1894, at the age of seventy-seven years. The only surviving members of his family are, as noted above, Elizabeth Goodridge Houghton and Clement Stevens Houghton.

Gage, Frank H., senior member of the firm of Rousmaniere, Williams & Company, Boston, dealers in shoe manufacturers' goods, was born in Boston, February 10, 1860, the son of Gardner and Sophia (Frost) Gage. His father was at that time engaged in the iron and steel business in Boston, but at the outbreak of the Civil War he went to the front with the 34th

Massachusetts Infantry, and was killed in action in Virginia in 1863.

The family removed to Lynn, Mass., in 1870, and Frank H. Gage was educated at Johnson's private school and afterwards graduated from the Lynn High School. A boy of ambitious temperament, he was anxious to enter the arena of life, and accordingly at the age of fifteen he went to work and quickly rose to a position of responsibility.

Mr. Gage was for a number of years the eastern representative of the Rose & McAlpin Leather Company of New York. In 1889 he left that firm to become a partner in the house of Rousmaniere, Williams & Company, 87-93 Lincoln Street, Boston.

This firm is one of the oldest and largest in its line of business in the United States. It was founded many years ago by J. L. Rousmaniere; a few years later the style was changed to Rousmaniere, Kimball & Company; finally it assumed its present name, Rousmaniere, Williams & Company. Besides dealing in shoe findings and manufacturers' supplies, the company is agent for the Kelley kid, and handles the entire output of the Kelley factory.

Mr. Gage has been the head of this firm ever since his admission in 1889. The other members of the concern are George G. Allen, George A. Lapham, Zenas Sears, Jr., and R. A. Harrington.

Mr. Gage is a director of the New England Trust Company of Boston and the Central National Bank of Lynn. He has never entered public life, as his extensive business connections have monopolized his entire attention. Mr. Gage is a member of the Algonquin Club, Exchange Club, Boston Athletic Association, Oxford Club (Lynn), and the Tedesco Country Club, of which he is on the Board of Governors. Affiliated with the Masonic fraternity, he is a member of Mount Carmel Lodge, Lynn, and

Olivet Commandery, Knights Templars.

In 1889 Mr. Gage was married in Lynn to Miss Annie L. Aborn, a daughter of C. H. Aborn, for many years a prominent shoe manufacturer of that city, who died February 9, 1909.

Mr. Gage is today a substantial business man and a leading citizen of his home city. He is kindly in his manner toward every honest man and woman that he meets, coupling with a strong personality, a warm and genial disposition which wins friends for him wherever he goes. A self-made man, who has known the struggles of youth, he is exceptionally well disposed toward young men in his own line of trade, and is ever ready with advice and more substantial aid for those who seek it of him and can prove themselves worthy of his assistance.

Gale, John Elbridge, for many years a prominent figure in shoe manufacturing and banking circles and a highly esteemed resident of Haverhill, Mass., was born at East Kingston, N. H., January 15, 1841. He was the son of Elbridge Gerry Gale (1813-1847) and Ann Maria (Barnes) Gale (1813-1891), and a grandson of Henry Gale and Josiah Barnes. His father, a farmer by occupation, was a man of unusual versatility, possessing, in addition to his knowledge of agriculture, considerable skill as a mechanic and a natural talent for music. Elbridge Gerry Gale died at the early age of thirty-four.

His untimely death left the household in extremely straitened circumstances. John Elbridge Gale was then only six years old. The support of the family devolved upon his widowed mother, who had to struggle hard to make both ends meet. For this reason he was obliged to go to work much younger than most boys, even in those days when children were not permitted to remain idle very long. His first em-

ployment consisted of light tasks on a neighboring farm, and he also spent part of his time learning how to make shoes. The experience which he gained while engaged in the latter occupation subsequently proved invaluable to him. During this period he had but very little opportunity to attend school.

In 1855, at the age of fourteen, he left East Kingston and went to Portsmouth, N. H., where he obtained a position as a clerk in a clothing store. Realizing the value of an education, he made arrangements with the proprietor so that he could work evenings and go to school in the day time. After graduating from the grammar school he studied for three years in the local high school, where he utilized every moment to the best possible advantage.

Soon after leaving school he moved to Haverhill, Mass., and entered the employ of a shoe manufacturer in that city. A little later he started a shoe business of his own there. Not long afterwards he admitted his brother to partnership, forming the firm of Gale Brothers. They carried on the business in Haverhill until 1899, and then transferred their activities to Exeter. At that date they also incorporated the company under the name of Gale Brothers, Inc. John Elbridge Gale was elected president of the corporation and held this office until his death, though during the last few years of his life he took no personal part in the management of the company. He was likewise president of the Gale Shoe Manufacturing Company, another Massachusetts corporation, located in Haverhill. His connection with the shoe industry, actual and nominal, covered a period of fifty-six years.

Mr. Gale's success in another field, that of banking, was no less marked. He was a director of the Haverhill National Bank for more than forty years, and its president for twenty-three years prior to his death. He was one of the trustees of the Five Cents

Savings Bank and a member of the Board of Investment.

He was a Republican in politics and held several important public offices at different times. In 1873 he was elected to the Haverhill Board of Aldermen. He was also chairman of the Commission of Sinking Funds. He served as park commissioner and was the donor of the lot of land, now called Gale Park, which was the beginning of the present park system of Haverhill.

Mr. Gale always took an active interest in the social life of the city. He was a Mason and belonged to the Whittier Club, the Fortnightly Club and the Pentucket Club. He was a trustee of the Children's Aid Society and a trustee and also the treasurer of the Whittier Homestead Association. Mr. Gale was a member of the North Congregational Church, to which he donated a valuable organ in 1911. His favorite diversions were golf and traveling, and he was particularly fond of music.

He was married January 13, 1864, to Mary B. Davis, a daughter of George W. Davis. Three children were born of this marriage, Herbert E. Gale, A. Ernest Gale and Hyde Gale. Mr. Gale married again on September 29, 1896. His second wife was Rachel Elizabeth Baker, daughter of George M. Baker of Boston.

John Elbridge Gale died in Haverhill February 1, 1916, in his seventy-sixth year. He is survived by one son, Herbert E. Gale, a prominent shoe manufacturer, whose biography follows.

Gale, Herbert Eldredge, son of John E. and Ann (Barnes) Gale, was born in Haverhill, Mass., November 7, 1864. After attending the schools of Haverhill, including one year, 1879, at the high school, he proceeded to Phillips Academy in Andover, where he spent four years preparing for college. In 1884 he graduated from the academy and entered Harvard College. He graduated from Harvard with the class of 1888.

After leaving college he worked in the Haverhill National Bank for six months, and then started in the shoe business with his father, John E. Gale, under the name of the Gale Shoe Manufacturing Company. A few years later the business was incorporated under the laws of Massachusetts. The company is located at 24 Duncan Street, Haverhill, and is engaged in the manufacture of women's, misses' and children's fine and medium welts and turns. In addition to his connection with this concern Mr. Gale is president of Gale Bros., Inc., formerly of Haverhill, but now of Exeter, N. H., which manufactures women's and misses' shoes. In 1907 he purchased General S. H. Gale's interest in this corporation, which was the original business of the latter's father. Since that date Mr. Gale has managed the company in association with John A. Towle. In 1903 he purchased the factory of the Portsmouth Shoe Company in Portsmouth, N. H., and established the Gale Shoe Company, of which he is president. All the companies in which Mr. Gale is interested make women's medium priced and low grade shoes for the jobbing trade, the better grade being manufactured in Haverhill. The total capacity of the various plants is from 10,000 to 12,000 pairs daily, and the number of hands employed ranges from 1,500 to 2,000. Each factory is a distinct corporation with different stockholders. Gale Brothers have a Boston office on Essex Street; the Gale Shoe Manufacturing Company and the Gale Shoe Company have Boston offices on Lincoln Street.

Mr. Gale is a director of the Haverhill National Bank and a member of the Country Club, Brookline; Exchange, Algonquin and Harvard Clubs, Boston; Tedesco Club, Swampscott; Neighborhood Club, Philadelphia, and Pentucket Club, Haverhill.

He was married to Martha Pollard, daughter of M. S. P. and Georgiana Pollard, of Boston, at Clifton, Mass.,

September 29, 1893. They have two children, John Elbridge, born at Clifton, July 17, 1894, and Barbara, born in the same place, August 18, 1895.

Kingsbury, Donald B., executive head of the H. H. Mawhinney Company and one of the most prominent boot and shoe manufacturers in the United States, was born on April 16, 1865, at Quincy, Illinois, being the son of Lyman E. and Annette (Brown) Kingsbury. Lyman E. Kingsbury was born at Grafton, Mass., in the year 1840, but spent most of his life in the West, where he was engaged in the shoe jobbing business until his death in July, 1873; his wife was born in the year 1842 at Quincy, Illinois.

Donald B. Kingsbury received his education in the public schools of his native place and was graduated at the Quincy High School in 1883, at the age of eighteen years. Immediately after leaving school he entered the employ of Kingsbury, Blasand & Company, of Quincy, the firm established by his father. He remained with them for six years, during which time he acquired the sound knowledge of the shoe business that has been so valuable to him ever since. In the autumn of 1889 he removed to Massachusetts in order to become superintendent of P. A. Field's plant at Beverly, a position which he held until 1893.

Mr. Kingsbury's connection with H. H. Mawhinney & Company began in 1893, when he took charge of the factory at Hudson. In 1895 he was transferred to the Stoneham factory and was subsequently sent to Boston to attend to the selling end of the business.

Under Mr. Kingsbury's capable management the company has made remarkable progress.

The H. H. Mawhinney Company is now a corporation organized under the general laws of the Commonwealth of Massachusetts. It operates two factories, one at Lowell and the other at Stoneham, each of which is

equipped with the latest and best machinery and turns out five thousand pairs of MacKay and nailed shoes a day. The offices and salesrooms are at 153 Lincoln Street, Boston.

Mr. Kingsbury is a member of the Ancient and Honorable Artillery Company, of Boston, the oldest and most famous military organization in this country. He is also a member of the Algonquin Club, of Boston, the Brookline Country Club, the Boston Yacht Club and the Yorick and Vesper Club, of Lowell.

In 1896 Mr. Kingsbury was married, in Boston, to Miss Eva Ripley, a daughter of Abraham Ripley, of Dorchester, Mass.

Poor, Nathan H., founder and senior member of the firm that bears his name, a pioneer in the application of scientific methods to tanning and finishing sheep and goat skins, and one of the oldest living morocco manufacturers in the United States, was born on April 14, 1841, in that part of the town of Danvers, Essex County, Mass., which was established as South Danvers in 1856 and renamed Peabody in 1868. He is the son of George A. and Levina W. (Welch) Poor. His father, like his ancestors for many generations back, was prominent in the leather trade of Danvers.

The subject of this sketch attended the public schools of his native place and at the age of sixteen began his business career with the goatskin concern of Roberts & Moore. He stayed with this firm seven years in all, being employed as foreman for the last four years, during which he laid the foundation for his thorough knowledge of the goatskin industry. His next employment was with the sheepskin firm of Pemberton & Sons, whom he left five years later in order to become superintendent for Charles H. Tighe, a position which he held for four years.

In 1877, feeling that he had experience enough to warrant him in engaging in a venture of his own, Mr. Poor formed a partnership with Cleves K. Hutchinson, and under the firm name of Hutchinson & Poor they commenced doing business at the Putnam tannery, in later years better known as the P. Roger Gill's factory, on Foster Street, Peabody. A few years later they moved to the John Rust factory on Munroe Street, which was destroyed by fire; they continued business in the Poole factory until 1880, when the partnership was dissolved.

Mr. Poor then moved to Danvers and under the firm name of Poor, Milton & Tapley finished skivers and sheep until 1883, when Messrs. Milton and Tapley withdrew. Mr. Poor returned to Peabody, where, with his cousin, Stephen S. Littlefield, he continued the business under the firm name of Poor & Littlefield, operating a factory on the site of the present plant until it was destroyed by fire during a severe snow storm on February 1, 1898. The business was continued at the Pemberton factory until July, 1899, when Mr. Littlefield retired from the firm and the N. H. Poor Leather Company was formed, occupying the Crowninshield factory until 1903, when the company moved into their new factory on Lowell Street, Peabody, built upon the land formerly of Poor & Littlefield together with largely increased acreage.

This new factory marked a new epoch in the sheepskin industry as it was the first factory to utilize the fan system in conjunction with exhaust steam for the drying of skins, an idea that has been adopted by all the leading manufacturers of the country. Mr. Poor also originated the idea of coloring skins in a drum or wheel many years ago, thereby giving to the trade more uniform colors than could ever be produced by the old hand method.

For many years Mr. Poor has ever been willing to try any new machine

that appeared on the market, and his factory has all the latest and best machines, driven by electricity generated in their 500 H. P. power plant.

In 1910 the corporation surrendered its charter, and the partnership Nathan H. Poor & Company was formed, consisting of Mr. Poor, his sons, George H., Arthur K., and Charles F. Poor, and Frank H. Sanger.

Nathan H. Poor was married May 13, 1863, to Mary S. Lufkin of Gloucester. They have four children, the three sons as above and one daughter, Mabel C. Poor.

George H. Poor, born at Peabody on January 24, 1866, received his education in the public schools of Peabody and Danvers. He has been associated with his father in business for thirty-five years and is an expert at the trade and is general superintendent of the factory.

Charles F. Poor, born at Peabody, May 19, 1868, was educated in the public schools and then entered his father's employ.

Arthur K. Poor, born at Danvers May 20, 1884, was educated in the public schools and, later, at the Massachusetts Institute of Technology as a mechanical and electrical engineer. His technical training is of great service to the company, especially since the installation of their electrical system.

Sanger, Frank H., general manager of Nathan H. Poor & Company, only son of Charles A. and Catherine S. (Wright) Sanger, was born in Peabody, Essex County, Mass., October 27, 1873. He received his education in the public schools of his native place, leaving school at the age of sixteen.

His natural aptitude for figures and system, together with the experience gained during the earlier years of his business life, made him a valuable addition to the N. H. Poor Leather Company when he accepted a position with them December 11, 1899.

Mr. Sanger soon became a stockholder in the corporation, and, on its re-organization as Nathan H. Poor & Company, became a partner with Nathan H. Poor and his sons, as stated in Mr. Poor's biography.

As manager of the company he is well and favorably known to the trade and banking circles.

Mr. Sanger takes great interest in all matters relating to the town of Peabody and has devoted much time and attention to civic affairs. He is a member of the board of trade, served six years as trustee of the Peabody Institute Library, the last year as president of the board, and served several years on the Finance Committee of the town.

He is a member of Jordan Lodge, A. F. and A. M., Peabody; Washington Royal Arch Chapter, Salem; Salem Council, Royal and Select Masons; Winslow Lewis Commandery, Salem; Aleppo Temple, Boston, and Salem Lodge, No. 799, B. P. O. E.

His social clubs are the Peabody Club, Peabody; Holmstead Golf Club, Danvers; Salem Club and Colonial Club, Salem, and Boston Athletic Association, Boston.

Schieren, Charles Adolph, son of John Nikolous and Wilhelmina (Langenbach) Schieren, was born February 28, 1842, at Neuss, Rhenish-Prussia. He came to this country with his parents at the age of fourteen years and was educated partly in his native city in Germany and partly in the public schools of Brooklyn, where his parents settled on their arrival in America. In 1864 he secured a clerkship in the leather belting establishment of Philip F. Pasquay, in New York, who died the following year, and young Schieren was then made business manager of the concern, which continued about three years. Meanwhile, he saved his earnings, and on that, as a small capital, he engaged in business for himself, thus founding

ROBERT A. BINGER

CHARLES A. SCHIEREN, JR.

the leather belting establishment of Charles A. Schieren in New York.

From that small beginning in 1868 has grown one of the largest and most extensive enterprises of the kind in the world. He became not only a dealer in the manufactured article, but developed the manufacture of the raw materials and sold the finished product under his own name. As the business increased, he established branch houses in Boston, Philadelphia, Pittsburgh, Chicago, Denver, and even in Hamburg, Germany; also began to operate a tannery for preparing lacing leather in Brooklyn, New York. About 1893 Mr. Schieren established another plant and leather tannery at Bristol, Tennessee, which later became known as the Dixie Tannery, Incorporated.

His early participation in political affairs was as a member of the famous "Wide Awakes" organization, which, by their efforts, contributed much towards the election of Abraham Lincoln to the presidency in 1860. In 1893 he was nominated for the office of mayor of the city of Brooklyn, through the reform element of the Republican party, and was elected by a plurality of 33,000 votes over his Democratic opponent. When he became mayor, the public credit of the city was greatly impaired and the finances of the city were in a confused and unsatisfactory state. Many thousands of dollars in certificates of indebtedness on unpaid contracts and other obligations were outstanding. His administration brought order out of confusion, improved the city's credit and inaugurated a number of public improvements.

Mr. Schieren was one of the founders of the Brooklyn Institute of Arts and Sciences and laid the corner stone of its building on the Prospect Park Slope during his administration as mayor.

He was one of the committee that erected the Henry Ward Beecher statue in the Brooklyn City Hall Park,

and contributed liberally toward the erection of the statue of Martin Luther in Washington, D. C. He served as trustee of the Young Men's Christian Association, the Young Women's Christian Association, the Sunday School Union, the Union of Christian Workers and for the Prevention of Cruelty to Children, at various times covering a period of many years.

He was identified with several financial and social organizations, viz.: President of the Germania Savings Bank of Brooklyn; a director of the Nassau National Bank; one of the directors of the Brooklyn Trust Company and trustee of the Germania Life Insurance Company, and the Aachen and Munich Fire Insurance Company, both of New York. He was one of the founders of the Hide and Leather Bank of New York and served as its vice-president for many years. He was a member of the Union League Club, New York, and of the Hamilton Club, Brooklyn.

Mr. Schieren died March 10, 1915; his wife died March 11, 1915.

Schieren, Charles Albert, Jr., was born May 8, 1869, in Brooklyn, New York. He received his education at the Polytechnic Institute of Brooklyn. The academic studies which he pursued there were supplemented, however, by two trips to Europe, made in his thirteenth and seventeenth years, with his father, the educational value of which he has had occasion to fully appreciate in the course of his subsequent business career.

After serving an apprenticeship in the Brooklyn tannery of the Charles A. Schieren Company, the lace leather manufacturing house that was the outgrowth of the leather belting business established and successfully developed by his father, Mr. Schieren traveled on the road for seven years, covering most sections of the United States, and visiting Cuba and Mexico. During two years of this time he made his headquarters in St. Louis, traveling

through the whole trans-Mississippi territory, to the Pacific coast. Subsequently he devoted himself more particularly to the export branch of the business. In 1899 he made an extended tour of European countries, including Russia. In the following year Charles A. Schieren Company exhibited at the International Exposition in Paris, receiving there a gold medal award. In the same year they opened up European headquarters, with a small stock, in the free port of Hamburg. Demonstrating by this tentative venture the vast possibilities of the field, the firm started on an active European campaign, on an extensive scale, in 1903, as a result of which Charles A. Schieren Company carries today, at Hamburg, a larger stock of goods in its line than any other export house having a resident branch there. In addition to the Hamburg house, the rapid growth of its European trade has necessitated the establishment of branches at Vienna and Milan.

Mr. Schieren is president of the Charles A. Schieren Company.

He is a member of the Union League, the New York Yacht, New York Athletic, Columbian Yacht and the Machinery Clubs, of New York City, being president of the last named organization.

Charles A. Schieren, Jr., was one of the three original partners of Charles A. Schieren & Company, and when the interests of this organization were incorporated in 1907 Charles A. Schieren, Jr., was made treasurer of the corporation, and in January, 1913, succeeded his father to the office of president of the corporation, which position he now occupies.

Taylor, Edward Everett (1858-1915), long and widely known as a leading shoe manufacturer, was the founder of the firm of E. E. Taylor & Company and its president and treasurer from its incorporation as the E. E. Taylor Company in 1906 to his

death in 1915. Mr. Taylor was always a most loyal son of his native state of New Hampshire, but from the time he began his business career in Boston, in 1875, his interests and activities were largely centred in Massachusetts.

He was born at Belmont, New Hampshire, on April 21, 1858, being the son of Stephen L. and Almira B. (Brown) Taylor. His father was the son of Moses Taylor and Susan Ladd Taylor, and his mother was the daughter of Jonathan Brown, of Gilmanton, New Hampshire, where she was married in 1852. Edward's father believed in teaching his son the importance of business methods and the value of economy. He did not wait until the youth was about to enter life on his own account, but inculcated these principles at home, and their effect upon the business success which Mr. Taylor subsequently won was great and manifest. The influence of his mother in shaping his character and stimulating wholesome ambitions in the boy was also very strong.

The subject of this biography received his education in the public schools of Laconia, New Hampshire, and afterwards in those of Concord, the capital of the state. When seventeen years old he moved to Boston and went to work, for very low wages at first, for the shoe manufacturing concern of Thomas White & Company. He remained with them for eleven years, and in the meanwhile constantly increased his knowledge of every branch of the business and faithfully performed every duty assigned to him, so that before he left he had acquired the enviable reputation of being the company's best informed and most efficient salesman.

Immediately after severing his connection with Thomas White & Company, Mr. Taylor associated himself with the then newly organized shoe firm of Walker, Taylor & Company, of which he continued to be the junior member until the dissolution of the partnership ten years later.

EDWARD EVERETT TAYLOR.

In 1896 the firm of E. E. Taylor & Company, destined to become one of the most important houses of its kind in this part of the country, was established by Mr. Taylor, who hired quarters at 129 Summer Street, Boston, and commenced doing business there in the month of July of that year. The enterprise prospered, the volume of trade grew very rapidly, new factories were opened, and in 1906 the present corporation was organized according to the laws of Maine under the title of the E. E. Taylor Company, with Mr. Taylor himself as president and treasurer. From this time on he ranked with the great manufacturers, not only of the state but of all New England. The relation of this able and far-sighted man of affairs to his employees was the ideal one of friend, counselor and benefactor.

The E. E. Taylor Company now has branches at Brockton and New Bedford, Mass., and another at Nashua, N. H. All its factories are equipped with modern shoe machinery. Four thousand two hundred hands are employed at the various plants in manufacturing men's medium and high grade shoes, which are sold to jobbers throughout the country, the total daily output averaging twenty thousand pairs. The executive officers are located at the corner of Essex and Lincoln Streets in the building formerly occupied by Estabrook and Anderson. Mr. Taylor's nephew, George M. Peabody, who has long been active in the management of the business, is assistant treasurer of the corporation, and Arthur Spencer and Joseph Hewett are respectively vice-president and clerk.

Edward Everett Taylor was a member of the Boston Boot and Shoe Club and the N. E. Shoe and Leather Association. His religious affiliations were with the Congregational denomination, and he was a member of the Old South Church of Boston. Though very charitable and philanthropic, he en-

deavored to conceal rather than display his benefactions.

For some years Mr. Taylor had lived at the Hotel Vendome, Boston, but during his final illness, which lasted several months, he lived at the home of his mother at Hyde Park, where his death occurred on November 15, 1915.

Edward Everett Taylor was a fine example of the gentleman, the business man and the citizen. His integrity was as unequalled as his intellectual ability.

Cox, Bertrand E., founder and head of the B. E. Cox Leather Company, of Peabody, Mass., and a fine type of the modern American tanner, was born at Malden, Mass., on March 18, 1880, and is the son of George and Adelle R. (Burkett) Cox. His father was with Allen, Field & Lawrence as financial man for seventeen years. Bertrand received his education in the public schools of Malden and after leaving the high school spent a year in the printing business.

His connection with the leather trade began on December 12, 1899, when he entered the employ of Ernest Brandt and was given a position as clerk in the office and stockroom, at that time situated at the corner of Essex and Lincoln Streets, Boston. Early in the year 1900 Mr. Brandt removed to 90 South Street and Mr. Cox went with him. He continued to be employed in a clerical capacity until he was promoted to the position of traveling salesman. He left Mr. Brandt in 1902.

On January 17, 1901, Mr. Cox joined the firm of C. Brandt & Company, which had just been organized by Carl Brandt, vice-president of the Armstrong Leather Company. Mr. Cox took charge of the office at East Saugus, Mass., when the company commenced manufacturing hat leather at the tannery there in the spring of 1902. The company opened another tannery at South Acton, in January, 1903, and transferred Mr. Cox to that post.

When C. Brandt & Company consolidated with the firm of Winslow Brothers & Smith in January, 1906, Mr. Cox was appointed assistant superintendent of the latter's tannery, a position which he held until January, 1909.

At that date he left Massachusetts and went to New York to become superintendent for Schoellkopf & Company at their plant in Buffalo. He remained with this concern two years and a half.

Mr. Cox came to Peabody in the summer of 1911 and leased from A. B. Clark the old shop formerly used by Pemberton Brothers. He immediately began to overhaul and remodel it, and after building two new additions he installed machinery of the latest and best pattern. By September 1 he was ready to do business under the name of the B. E. Cox Leather Company. The conversion of these dilapidated old shops into a modern industrial plant in so short a space of time showed great enterprise and ability on Mr. Cox's part and was a feat in keeping with the town of Peabody's best traditions.

Further improvements, consisting of a new concrete floor for the basement of the tannery and an electric lighting system, were made a year or so later.

The B. E. Cox Leather Company is strictly a commission manufacturing concern. It now employs one hundred and twenty-five men and tans shoe, glove and fancy leathers in ooze and grain finishes, chiefly in colors, from sheepskins and skivers, turning out six hundred dozen skins a day. The prices of its product range from the lowest to the highest.

Mr. Cox was married on October 8, 1907, to Miss Anna Hathaway. They have one child, Elvin Hathaway Cox, born on December 7, 1908.

McGaffee, William James, president of the Thomas G. Plant Company, was born in Lynn, December 10, 1858, his father, born in Ireland, being a

shoemaker by trade. Mr. McGaffee spent his early life and received his education in Lynn. At the age of eighteen years he went to work for Morgan & Dorr, shoe manufacturers, Lynn, and later was employed with Amos Breed, of Lynn. In 1891 he started with Thomas G. Plant as a bottom finisher, later advancing to foreman, then to superintendent, and from that to factory superintendent of the big establishment in Boston. He was elected vice-president in 1911 and president in 1916. This is surely a remarkable record of "winning his way."

A little incident often illustrates a man's character and ability better than attempted description. When Mr. McGaffee, as superintendent, was asked by some visitors concerning the progress of a single order in connection with the work on 12,000 pairs going through, he consulted the tally sheet reports and answering said: "We are at this moment two hours ahead of schedule."

Further evidence of his business qualifications and ability to handle "A Big Man's Job" is found in the fact that he is a director of the Slattery Company of Boston, the Massachusetts Employees Insurance Association, the Dorchester Mutual Life Insurance Company, the Union Institution for Savings and the Lincoln Savings Bank.

He is a member of the Ancient and Honorable Artillery Company of Boston, the oldest military organization in this country. He also belongs to the Commonwealth Country Club, Merimac Golf Club, Chamber of Commerce, City Club of Boston, Clover Club, Charitable Irish Association and Young Men's Catholic Association.

Mr. McGaffee is in no sense a club man, preferring to spend whatever time he has away from his business, with his family.

Mr. McGaffee was married to Mary A. Roach, of Lynn, January 21, 1884, and has an interesting family of six children: Mabel, Charles, William J.,

FRANK R. BRIGGS

Jr., Mary, Arthur, all born in Lynn, and Helen, born in Boston.

Mr. McGaffee, with over twenty-five years of service in the Plant Company, may well be called a veteran. One of his associates said: "Most of us have grown up with the company and therefore have become so accustomed to the size, system, policies, methods and growth that we have come to take everything as a matter of fact." It is in this spirit that President McGaffee and his associates continue their best efforts. The personnel of the company, as well as the whole body of employees, are interested and happy in their work, and the product cannot help but be as good as it is possible to make it at the prices asked.

Maxwell, Frank Rollins, vice-president of the Thomas G. Plant Co., was born in Brooklyn, N. Y., June 22, 1863, the son of David and Lucy (Rollins) Maxwell, both of whom were natives of Mount Vernon, Maine. David Maxwell was a sea captain in his early years and afterwards engaged in the shipping business in New Orleans until 1862.

Frank Rollins Maxwell came to Boston in 1873, and in 1878 graduated from the Phillips Grammar School on Beacon Hill, at the age of fifteen. After leaving school he entered the employ of Charles A. Raymond, wholesale jobber of boots and shoes, where he became a road salesman at the age of seventeen. His next employment was with the wholesale shoe house of Lamkin & Foster, Boston, where he was head salesman and assistant buyer from 1885 to 1890. The latter year he organized the firm of Little, Maxwell & Co., shoe manufacturers, Boston, withdrawing from that firm six years later to associate himself with the Thomas G. Plant Co., which was then in Lynn, and about three years later became sales manager.

He was made a director of the company March 1, 1902, and was elected vice-president January 2, 1911.

Mr. Maxwell is a member of the Boston Boot & Shoe Club, Engineers' Club, a charter member of the Chamber of Commerce of Boston and member of the Brookline Country Club.

In 1887 Mr. Maxwell was married in New York to Ella W., daughter of John H. and Isabel Wickes. They have four children, two boys and two girls. Frank Rollins Maxwell, Jr., was born in Boston in 1888. The others were born in Brookline, Mass.: Helen in 1893, Isabel in 1897, and Donald in 1901.

Briggs, Frank Richmond, treasurer and chairman of the board of directors of the Thomas G. Plant Co., was born at Taunton, Mass., June 9, 1874, the son of Marshall Dexter and Mary M. (Bliss) Briggs. He attended the Taunton public schools, including the Taunton High School, until 1889. At that time Mr. Briggs had no idea that he was destined to occupy positions of responsibility in the business of manufacturing shoes. Believing that his future life work would be in the retail drug business, we find him, a few years later, graduating from the National Institute of Pharmacy, and in 1892 becoming a registered pharmacist. The following year, 1893, he became a member of the firm of Ripley & Briggs, retail druggists, in Taunton. He continued his interest in this business until 1895.

That year marked his entry into the shoe business as a traveling salesman for the Thomas G. Plant Co., then and for some years afterwards under the personal control of Thomas G. Plant. Mr. Briggs succeeded as a salesman, and two years later he was placed in charge of an important department in addition to his work as a salesman.

His dual duties as department manager and salesman continued to count in his favor, so that in 1904 he was chosen a director of the company, which by that time had made for itself an international reputation as manufacturers of women's shoes. The next

year, 1905, he was elected vice-president of the company, and in 1911 he succeeded William L. Ratcliffe as treasurer. His associate officers and directors elected him chairman of the board of directors in June, 1916, besides re-electing him treasurer of what is conceded to be the largest women's shoe manufacturing business in the world.

Mr. Briggs has always taken a great interest in the work of various organizations connected with shoe and leather trade. He is a member of the executive committee of the National Boot & Shoe Manufacturers' Association, of the executive committee of the Boston Boot & Shoe Club and a director of the New England Shoe & Leather Association. In addition to these organizations he is a member of the Chamber of Commerce, the Engineers' Club, the Boston City Club and the Tedesco Country Club, Swampscott, Mass., a director of the People's National Bank of Boston and a Knight Templar.

Mr. Briggs has one daughter, Betsey Weeks Briggs, born July 19, 1908. He lives at Brookline, Mass.

Mitchell, William A., secretary of the Thomas G. Plant Co., was born in Marlboro, Mass., in 1869, son of Clarendon W. and Ellen M. (Tucker) Mitchell. He received his education in the schools of New York and Boston.

Mr. Mitchell joined Mr. Plant's organization in 1890, the style of the firm at that time being Williams, Plant & Co. Mr. Mitchell has, therefore, been associated with the Plant Company since its inception.

With the exception of the president, Mr. McGaffee, Mr. Mitchell is therefore the oldest executive officer of the Plant Company, in point of service, and upon him from the beginning was placed the burden of the factory office organization, and of all matters having to do with labor costs, production, prices, materials, etc.

Mr. Mitchell was closely connected with Mr. Plant in the upbuilding of the company; his judgment, knowledge of the business and its conditions, and his aggressive participation in the executive direction of the concern have made him one of the most effective of the company heads. The success of the company is, in no small extent, due to the planning and organization worked out by Mr. Mitchell.

Mr. Mitchell is a member of the Boston Athletic Association, Massachusetts Automobile Club, Belmont Spring Country Club, Commonwealth Country Club and Tedesco Country Club.

He was married to Adeline Louise Bachelder in November, 1912.

Hauthaway, Frank Morton (1863-1917), who for many years was connected with C. L. Hauthaway & Sons, Inc., of Boston, manufacturers of blacking and leather cement, was born in Brockton, Mass., January 8, 1863. He was the son of Charles Morton Hauthaway, a Civil War veteran, who was engaged in the shoe dressing business up to his fiftieth year, and who died in 1904. His mother, before her marriage Susan Augusta Morey, was born in Plymouth in 1841. Mr. Hauthaway was brought up in his native city and attended the Brockton public schools and Bryant & Stratton Commercial College, Boston, after which he traveled in Europe.

Upon his return from abroad, in 1883, he entered the business which his grandfather, C. L. Hauthaway, had established in 1852, and Frank Morton Hauthaway thus represented the third generation of the family to be identified with the manufacture of blacking and similar goods. He was subsequently made treasurer and secretary of the corporation. His connection with the business covered a period of thirty years.

Mr. Hauthaway was a member of the Commercial Club and the Exchange Club.

In 1885 he married Alice Packard, daughter of Dr. J. S. and Maria (Stoddard) Packard, of Brockton. Two children were born of this marriage, Marjorie (now Mrs. William A. Parks), and Ruth (now Mrs. Harry Mabbett).

Mr. Hawthaway died on September 5, 1917, being survived by his wife and two daughters, and also by his mother, who resides in Brookline, Mass., and is still very active.

In Mr. Hawthaway's death the city of Boston lost one of its leading business men and the Commonwealth of Massachusetts one of its most highly esteemed citizens.

Merrick, Frank Woodward, son of Dwight L. and Mary A. (Ordway) Merrick, was born in West Newbury, Mass., June 1, 1856. He was educated in the public and high schools of Haverhill, Mass., and Harvard College, graduating with the class of 1880.

As a boy, he worked in a shoe factory in Haverhill, where he acquired his first tendency towards shoe machinery. After leaving college he taught school for one term, then followed the sea for six months, after which he entered the employ of Hinckley Locomotive Works as an apprentice and learned the machinist trade. While there, a part of the time he worked on both day and night shift, having charge of the tool room at night.

From here he went to the Goodyear Shoe Machinery Company and from the Goodyear Company went to the National Sewing Machine Company, who were at that time the largest manufacturers of wax thread sewing machines in the country. While here he had charge of the general manufacture of the machines, and later went on the road as general sales agent.

While with the National Machine Company he developed a machine for making McKay Welts, also a machine for making welts and turns on a straight needle machine. The really

first success of the stitchdown shoe was due to Mr. Merrick's efforts while in the employ of this company. While with this company he developed the Merrick Sewing Machine. The patents were taken out on this and the company known as the Merrick Sewing Machine Company was organized for the purpose of building this machine. The Merrick machine was a radical departure in wax thread machines, the movements being entirely new, and it was also capable of developing three times the speed over the ordinary speed of the wax thread sewing machine. A great many of these machines were sold. While with this company he developed a power eyeletting machine, which later was put on the market by the Power Eyeletting Machine Company. This company was later taken over by the United Shoe Machinery Company, becoming the basis of their present eyeletting machine business.

In 1892 he began the development of the Puritan machine, which was completed in 1893, and the Puritan Manufacturing Company was incorporated, with Mr. Merrick as president. This machine proved a great success from the start, displacing practically all machines of this type on the market. This machine revolutionized the method of fitting the type of shoe which depended on a wax thread sewing machine for its construction, and hundreds of thousands of dollars were saved yearly by its use, because each machine was capable of producing three times as much as the type of machine then in use had produced. New uses were found for wax thread work, so that the field was a very broad one, and at the present time there are nearly 5,000 of these machines in use.

In 1898 Mr. Merrick conceived the idea of making a welting (for heel seams and for all seams on boots and shoes where a leather welt was used) which would have a round finished edge. This was the foundation of the

Union Welting Company, which became very successful and was afterwards merged in the American Stay Company. Under the presidency of Mr. Merrick this company has built up a successful business in shoe trimmings. Just previous to this Mr. Merrick had constructed a blind stitch sewing machine, an awl feed McKay Sewing Machine, a curved needle stitching machine and a loop lock stitching machine. These four machines were developed, but not put on the market commercially. He also developed a high speed chain stitch machine, capable of 3,000 to 3,500 stitches per minute, which was used with a spiral groove needle, doing away with the use of the cast-off, which had been common on all wax thread machines up to that time. The next machine was a high speed rotary shuttle lock-stitch machine and became successful from its inception. It doubled the products of the harness manufacture and hundreds of these machines were installed in place of the machine which had been the prevailing type in the harness factories for twenty-five years.

Mr. Merrick conceived the idea of constructing this lock-stitch wax thread machine in 1902. This was completed in 1905, and the Union Lock-Stitch Company, with a capital of \$500,000, was organized for the purpose of developing this machine. Mr. Merrick was chosen president of the company, he having in the meantime severed his connections with the Puritan Manufacturing Company.

In 1911 Mr. Merrick designed a new welt shoe which was the first really successful welt shoe which had been produced since the Goodyear process. It was a better shoe than the old type of welt and capable of being produced at much less cost. In 1913 the Union Lock-Stitch Company started the manufacture of this shoe. The shoe made necessary the construction of a new line of machinery. Mr. Merrick set out to develop the machinery that was necessary. The first machine neces-

sary for this purpose was a machine to mould and form the inner sole. The inner sole was not channeled as is necessary on Goodyear welts. This machine embodied entirely new principles and movements. The next machine necessary was a lasting machine, and the machine which Mr. Merrick developed completed all of the operations without removing the shoe from the machine, the pulling over being done on the machine, and the fastening accomplished without the use of tacks. For this purpose two lasting tools were invented and developed, one for the purpose of side lasting, using soft wire which was trimmed out when the inseam was trimmed, so that there would be no wire of any kind left in the shoe. The other tool was for the purpose of tacking the heel seat, driving a soft wire by means of compressed air. The principles involved in these two tools were different from anything ever used before in the method of handling wire.

Next a curved needle stitcher and welter were developed, the stitcher having a capacity twenty-five per cent. greater than any of the machines then on the market. The shoes welted on this machine had a tighter and flatter inseam than was being produced on any welt shoe. In order to trim the inseam a special machine was invented and developed. Several patents were taken out on this shoe and on the process of manufacturing. Feeling that with a shoe of this type having a water-proof inseam, it should also have a water-proof filler, Mr. Merrick developed a filler which while flexible was also impervious to water and no more expensive than any of the well known fillers on the market.

In addition to this shoe machinery Mr. Merrick is the inventor of some twelve or fifteen machines for cutting leather, scarfing and skiving it and finishing the edges, also machines for folding various materials. These machines are now in use in the factory of the American Stay Company, of

which Mr. Merrick is also president. Mr. Merrick was commodore of the Savin Hill Yacht Club for several years; is vice-president of the United Improvement Association of Boston; member of the Savin Hill Yacht Club; member of the Annisquam Yacht Club; member of the Boston Yacht Club; member of the Boston City Club; member of the Boston Chamber of Commerce; member of the Masonic bodies of Boston.

He was married in Haverhill, Mass., April 17, 1884, to Abigail H. Russell, daughter of Samuel R. Russell and Isabelle Russell.

Luitwieler, Clarence S., son of James C. and Bertha (Andrews) Luitwieler, was born in Rochester, N. Y., June 16, 1861. He moved to York, Pa., in 1862, was educated in public schools and had two years in high school, 1875-1876. Residing just outside the town limits made it necessary for him to pay tuition. This was accomplished by acting as secretary to the superintendent of schools. He taught school for three years and in 1880 went to Springfield, Mass., to take a position as bookkeeper with the Sewing Machine Supplies Company.

After one year as bookkeeper he was made manager of the business and on February 1, 1883, moved it to Boston, occupying the corner on Tremont Street where the Majestic Theatre now stands.

Later he moved to Church Green building on Summer Street and then to Lincoln Street. While located at Lincoln Street, in 1892, he opened a branch house in Chicago for the company and one in Brockton. On May 1, 1893, he went to England and opened the American Supplies Company there, as a branch of the Boston house, remaining there about nine months. At this time he was elected director of the Excelsior Needle Company at Torrington, Conn., which had purchased the controlling interest in the Sewing Machine Supplies Company, and served on the

board of directors for three years. He was with the Sewing Machine Supplies Company twenty-three years, resigning in 1903 to accept position of New England manager of the New Home Sewing Machine Company of Orange, Mass.

In 1893 he became acquainted with Frank W. Merrick, who had just invented the Puritan machine, and organized the Puritan Manufacturing Company to make this machine. He was treasurer of the company until 1903.

In 1898 Mr. Merrick invented a new welting to take the place of California Welting and other leather heel seam welting, and the Union Welting Company was organized. Mr. Luitwieler was treasurer of that company until it merged into the American Stay Company.

In 1903 he organized the American Supplies Company to sell shoe findings, starting at 22 Lincoln Street. This business soon became a dangerous competitor of the old company, so that they bought the business in 1905 and merged it with the Sewing Machine Supplies Company.

Mr. Luitwieler then gave his time to developing the Union Welting Company. They left the Puritan Manufacturing Company and organized, in 1905, a new company to manufacture a line of shoe machinery. This was called Union Lock-Stitch Company, and he has served as general manager and treasurer since 1905. He also organized, in 1905, a company to manufacture a numbering machine for shoe work. This was called the Power Numbering Machine Company. He has served as manager and treasurer of that company since 1905.

The Union Welting Company's business developed rapidly and in 1906 the J. G. McCarter Company was purchased by Mr. Merrick and Mr. Luitwieler.

In 1907 the Union Welting Company and the McCarter Company were merged and the American Stay Company was organized. At the same time they purchased a wharf property

at 299 Marginal Street, East Boston, and the American Stay Company started in business at this plant January 1, 1908, with F. W. Merrick as president and Mr. Luitwieler as general manager and treasurer.

Under this management the American Stay Company has built up a most successful business and the largest business of its kind in the world.

Mr. Luitwieler is president of the Newton South Co-operative Bank, Newton Highlands, Mass.; trustee of the Newton Centre Savings Bank; treasurer of the American Stay Company, the Union Welting Co., the Union Lock-Stitch Co., the Power Numbering Machine Co.; secretary of the One Hundred Associates (real estate); member of Newton School Board four years, 1897-1901; member of the Republican Club of Massachusetts, Middlesex Club, Boston Yacht Club, Boston Chamber of Commerce; Dalhousie Lodge, Newton; Gethsemane Commandery, K. T., Newton.

He was married January 14, 1885, in Springfield, Mass., to Lucy B. Billings, daughter of Horace M. and Eliza M. Billings. They have three children: Helen, born at Weymouth, January 28, 1887; Edward B., born at Dorchester, July 20, 1890; Clarence S., Jr., born at Newton Highlands December 12, 1902.

Rosenbush, Adolph Abraham, founder and executive head of the great wholesale shoe house of A. A. Rosenbush & Co., of Boston, and one of the most prominent men in the boot and shoe trade of the United States, was born near Heidelberg, Grand Duchy of Baden, Germany, on March 6, 1868. Both his parents were natives of Baden. His father, Abraham Rosenbush, who was a minister, and distinguished for his sagacity and probity, was born on August 18, 1823, and died in 1887. His mother, whose maiden name was Lenchen Gutman, was born on August 25, 1838, and

died in 1908. There were ten children in the family—six sons and four daughters.

Adolph Abraham Rosenbush received his education in the public schools of his native place, a district famous throughout the world as a centre of learning and as the seat of the ancient University of Heidelberg. An important factor in his education was the information he acquired from his father, who was a man of cultured and scholarly tastes. The influence of his mother in shaping his character and stimulating his ambition was also very strong. When he was fourteen years old he left Germany and came alone to America.

Mr. Rosenbush's connection with the shoe trade began about six months afterwards, with Abraham Singer, who kept a retail shoe store in Philadelphia. He remained with Mr. Singer until 1885, three years in all. He then went to Chicago, and was employed there for the next eight years by A. A. Putnam, a wholesale shoe merchant. In 1893 Mr. Rosenbush started a wholesale shoe business of his own in Chicago, and a little later formed a partnership under the style of Goldsmith, Rosenbush & Levie. The partnership was dissolved in 1899.

Mr. Rosenbush then came to Boston, where he secured a store on Devonshire street, and commenced selling shoes at wholesale, under the firm name of A. A. Rosenbush & Co. The enterprise proved a success from the outset. At the end of a few years the quarters on Devonshire street were hardly large enough to meet the demands of the rapidly increasing business, and in 1892 the company moved to its present location at 154 Lincoln street, directly opposite the United States Hotel. At first only the second floor was needed, but as time went on other stories had to be taken, and now the company occupies the whole six floors. It is a large modern brick structure, conveniently

situated for shoe buyers, being within walking distance of the South Terminal Station. There is also a warehouse on Lincoln street.

The company makes a specialty of men's and women's medium grade boots and shoes, which retail at various prices up to five dollars a pair. Besides supplying retail dealers, the firm operates a chain of retail stores of its own that extends from New York City to the Pacific coast. Its goods enjoy a fine reputation and are in great demand.

Mr. Rosenbush's interests are not confined to the concern that bears his name. He is president or treasurer of the R. E. McDonald Company, Newark; the Boston Shoe Market and the Boston Sample Shoe Shop, Philadelphia; the Berland Shoe Company, Indianapolis; the Lewis Sample Shoe Company, San Francisco; and numerous other companies in New Orleans, Portland (Oregon), Seattle, Terre Haute and Tacoma.

The exigencies of such wide-spread interests have not prevented Mr. Rosenbush from performing his duties as a citizen. He has been a member of the Finance Commission of the town of Brookline, his knowledge of business methods and his ability to deal with complicated financial questions proving of great assistance to that body.

Mr. Rosenbush is a member of a number of business and social organizations, including the Boston Chamber of Commerce, New England Shoe and Leather Association, Boston Boot and Shoe Club, City Club, Elysium Club and Kernwood Country Club. He is a trustee of the Temple Ohabysholen of Boston. He is also affiliated with the Garden City Lodge, Knights of Pythias, of Chicago, and is prominent in Masonic circles. His Masonic record is given as follows in the "History of Aleppo Temple":—

"The Symbolic Degrees in Masonry were conferred upon Noble Rosenbush in Joseph Warren Lodge, A. F.

and A. M., of Boston. He continued his Masonic career in the Scottish Rite, and is now affiliated with Boston Lafayette Lodge of Perfection, Giles Fonda Yates Council of Princes of Jerusalem, Mt. Olivet Chapter of Rose Croix, and Massachusetts Consistory, Thirty-second degree, S.' P.' R.' S.' Thus prepared for ennoblement he was admitted to membership in Aleppo Temple of the Ancient Arabic Order with the class of 1908; his enrollment certificate bears the number 1448."

Mr. Rosenbush was married on November 27, 1894, to Bertha Mitchell, daughter of A. Henry Mitchell, of Philadelphia. They have two children: Arthur Mitchell, born in August, 1904, and Ernestine, born in November, 1913. He resides at 135 Thorndike street, Brookline.

Mawhinney, H. H., shoe manufacturer, was born in Scotland in 1837, and came to this country at the age of five. In 1863 H. H. Mawhinney and Frank Richardson began to manufacture boots and shoes at Stoneham, Mass., under the firm name of H. H. Mawhinney & Co. Another partner, Frank C. Goddard, was subsequently admitted. In 1897 Donald B. Kingsbury became a member of the firm. The business was incorporated under the laws of Massachusetts as the H. H. Mawhinney Company, with a capital stock of one hundred thousand dollars. Mr. Mawhinney retired from the concern in July, 1915. After Mr. Mawhinney's retirement the management devolved upon Mr. Kingsbury alone. The business has been conducted for over fifty years without a change in its name—H. H. Mawhinney & Co.

Mr. Mawhinney married Mary F. Colburn, of Boston, in 1863. He lived at Stoneham from 1863 to 1881, and then came to Boston. His death occurred in October, 1915, at his home, 236 Commonwealth avenue. He is

survived by one daughter, Mrs. H. S. Rand, of Cambridge.

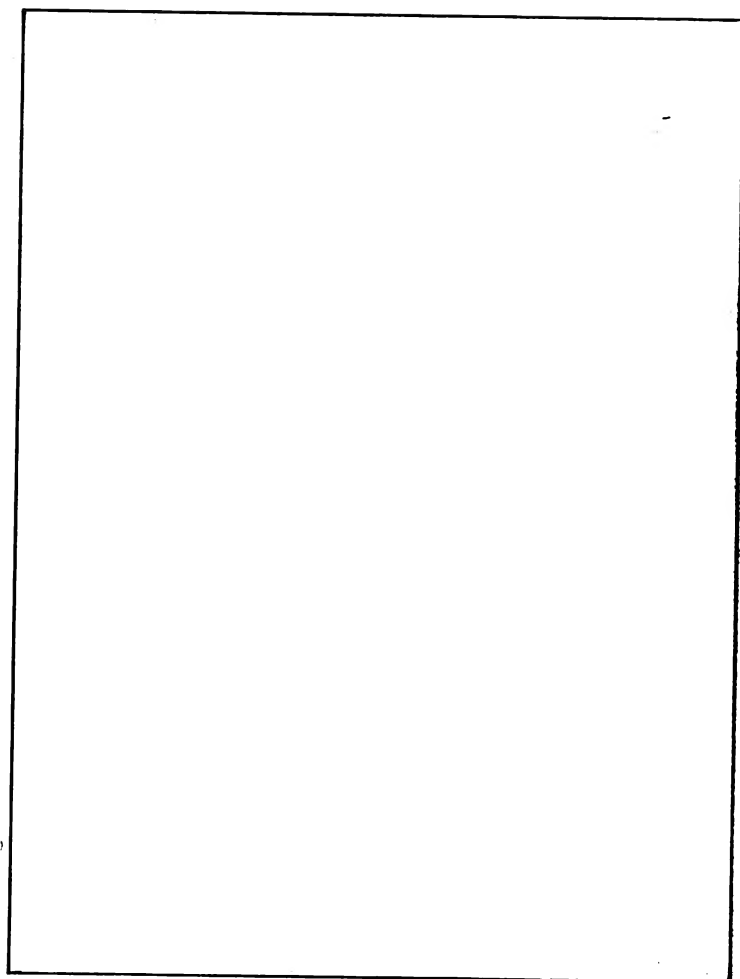
Smith, Peter, son of Peter and Janette (Middleton) Smith, was born in Brechin, Forfarshire, Scotland, September, 1802. His father died in 1810. Peter did not receive much schooling, but being a close observer, he picked up quite a lot of knowledge. After his father died he was obliged to work on a farm to help his mother, who was very poor. Up to the time he was twenty years old he worked at different jobs, and in the year 1822 he came to America to join his brother, who was at Plymouth, Mass., where he worked for John Smith & Co., machinists.

On May 1, 1825, he moved to Andover, Mass., and joined his brother John in the machine business. In 1831 his brother's partner died, and he was made manager of the shop. In 1834 he joined John Dove. Shortly after, his brother John became a member of the firm, and as his brother had some money to invest, they began the making of yarn, and built a structure opposite their shop, on the other side of the river, which was known as Smith & Dove, for the manufacturing of yarn and shoe threads. The first sale of shoe thread that he carried to market weighed thirteen pounds. He went by stage coach to Boston. He called on several merchants without success, and was discouraged, when he luckily entered another store, opened his bundle and asked the merchant to examine his goods. The merchant looked the bundle over and pronounced it strong, but not very well finished, and said if he could make it as good as the goods from Leeds, England, he could do well. Thus being encouraged, he went in to other stores and finally made a sale. This was the first sale of shoe thread made by machinery in the United States. This venture was the beginning of the success of the Smith & Dove Company of Andover, Mass.

Mr. Smith was a member of the State Legislature in 1863-64, and at the time of his death was connected with various corporations and banking institutions. The town of Andover will bear lasting memorials of his interest in its welfare and of his pride in its progress. To both of the Seminaries and Phillips Academy he, in connection with his brother and Mr. Dove, was a liberal donor. Breechin Hall, Smith Hall and Phillips Academy all stand as noble monuments to their generosity. For many years Mr. Smith was president of the trustees of Abbott Academy.

Mr. Smith married first Miss Rebecca Bartlett, who died in 1831. In 1835 he married secondly Esther H. Ward. He died in 1880, being survived by seven children—five by his first wife and two by his second wife, of whom only one survives, Miss Susanna W. Smith, of Boston.

Thing, Samuel B., for many years identified with the shoe manufacturing and wholesale trade of Boston and New York, was born in York County, Me., July 4, 1833. At the age of eighteen years he came to Boston, Mass., and was employed by a contractor to drive a pair of oxen at three dollars a week and board. He remained in this position but a very short time, sufficient to save some money. He bought out a grocery store in Boston. After he remained in this business for some time he managed to save about \$500. He disposed of the grocery business and embarked in the jobbing and retail shoe business on Hanover street, Boston. Owing to the increase of his trade, he found larger quarters on Devonshire street, and in a short time removed to Columbia street. As business continued to increase, he took a larger store on Federal street, and at the time of the great fire in Boston, in 1872, he was burned completely out, with an entire loss. Although



SAMUEL B. THING.

GIDEON LEE,
Mayor of New York, 1833-4.

EDMUND M. YOUNG,
New York.

JACOB LORILLARD.
New York.

ABIJAH THOMPSON,
Woburn, Mass.

fully insured, the insurance companies were unable to pay anything. Notwithstanding this misfortune, however, the manufacturers, having so much confidence in his honesty, immediately stocked him up, and after his building was repaired he resumed business, and in a short time was able to pay all his bills in full. Mr. Thing steadily increased his business, and at the time of his death was the head of one of the largest shoe concerns in the United States, the style of the firm being S. B. Thing & Co., manufacturers and shoe wholesalers, carrying a stock of \$500,000, with a factory at Farmington, N. H., and headquarters on Congress street, Boston. Mr. Thing was the originator of a chain of shoe stores in this country. He operated eighteen shoe stores, of which seventeen were located in New York State, and which are now conducted by the S. B. Thing Company.

Mr. Thing was a director of several institutions, the president of the Evangelistic Association for several years, and deacon of the Clarendon Street Church in Boston.

He was married first to Caroline Cooper Fish, October 15, 1861. They had two children, both deceased. His second marriage was June 9, 1881, to Annie E. Cotton; there were no children by this marriage. He died March 4, 1904, being survived by his widow.

As a man and a merchant Mr. Thing was highly respected, was charitable, and freely gave of his means to churches and benevolent institutions.

Prouty, Charles Newton, pioneer shoe manufacturer of Spencer, Massachusetts, was born in that town October 6, 1842, and came from a family for many years prominent in New England, and for more than three-quarters of a century identified with the boot and shoe industry. The first of the family in America was Richard Prouty, who lived at Scituate, Massa-

chusetts, in 1667, and from whom Charles Newton Prouty was removed five generations. His father, Isaac Prouty, was born December 9, 1798, and was the founder of the great boot and shoe house of Isaac Prouty & Company, with the later development of which the son was so closely connected.

Charles Newton Prouty during his boyhood lived at home, attending the public schools and working about home and in the factory. At the age of seventeen he was employed for a year as a clerk in the country store of Grout, Prouty & Company, and the experience he gained there he always regarded as one of the most important factors in his career. From eighteen to twenty years of age he attended Wilbraham Academy at Wilbraham, Massachusetts. At the close of his last school year, 1862, he returned home and in January, 1864, was made partner in the firm of Isaac Prouty & Company. For four years previous to the death of his father and his brother, which occurred in 1872, he acted as superintendent of the labor department of the factory, employing the help and having general charge of the manufacturing interests. The deaths of these two members of the firm following so closely upon each other were events of extraordinary importance to the surviving partners, and to meet the situation and overcome it was their first care and thought. It is true that each had ably filled a position in the prosecution of the business thus far; but to the knowledge of the markets for buying and selling, the financial management and the relationship between manufacturer and customer, they were strangers because these duties had been exclusively under the attention of the father and elder brother.

A new partnership, composed of George P., Charles N., and Jason W., a younger brother, was at once formed, retaining, however, the old

firm name of Isaac Prouty & Company. Each entered upon his duties full of confidence and hope, and each took a position in the management of the business where he thought he could best promote the interest of the firm. Many of the important details were assumed by George P. and Jason W., while by common consent the general management fell to the lot of Charles N. Under the circumstances this was a difficult task for him to perform, but as time passed on, and he became more familiar with the new duties, he gave evidence by his management that he was abundantly endowed with the requisite qualities for the trust so suddenly imposed upon him.

The business received a fresh impetus under the new order, and in a short time it became necessary to increase the facilities by additions and extensions, both in buildings and motive power. In 1875 the manufacture of shoes was undertaken in addition to that of boots, and this eventually developed into the most important part of the business, owing to the rapid falling off in the demand for boots after 1886.

Despite the exigencies of his position at the head of this great organization, with its multifarious duties and responsibilities, Mr. Prouty nevertheless found time to spare for other interests of a public or semi-public nature. He was one of the original stockholders of the Spencer National Bank and served on its directorate from its organization until his death. He was a member, and for some years chaplain, of the Massachusetts Civic Alliance. He was an active member of the Spencer Congregational Church and was chosen deacon in 1894. In politics he was a staunch Republican, and in 1889 was the delegate from Worcester County in the National Convention at Minneapolis. Mr. Prouty was elected to the State Senate in 1906 and re-elected in 1907, receiving more than seventy-five per

cent. of the total number of votes polled. During his two terms he served on the Committee of Mercantile Affairs, Agriculture and Towns, and was chairman of the Committee on Parishes and Religious Societies and of the Committee on Agriculture.

Senator Prouty strongly opposed the bill to increase the salary of members of the General Court when it came up for consideration in the Senate in 1906. He contended that public spirit and not mercenary motives should impel men to seek office.

Mr. Prouty believed that tobacco in all forms is injurious, both morally and physically, to young men, and he exerted all his efforts to have the Senate pass a bill to prohibit the manufacture and sale of cigarettes.

Mr. Prouty was married on May 25, 1864, to Miss Jennie A. Richardson, the daughter of Selby and Azubah (Rice) Richardson, of Spencer. She was a second cousin of the late Hon. William W. Rice, congressman from Worcester, and derived her descent from Edmund Rice, of Sudbury, one of the early settlers of Worcester County.

They had six children, five of whom are living, three sons, Lewis Isaac, George Selby and Charles Newton, Jr., and two daughters, Anna Prouty Darling and Marion Rice Benson. The younger sons, George Selby and Charles Newton, are now managing the company, known as Isaac Prouty & Co., Inc.

Senator Prouty died on January 16, 1916, after a long illness. His death was a distinct loss, not only to the immediate community in which he lived, but also to the Commonwealth as a whole.

Norman, Laurence F. (1856-1915), founder and treasurer of Norman & Bennett, Inc., one of the largest manufacturers of athletic footwear in the United States, was born in Cincinnati, Ohio, July 5, 1856. He was educated in the public schools of his native place

and at St. Louis University, from which he was graduated in 1874.

Shortly after leaving college he associated himself with a shoe firm and accepted a position as traveling salesman. He held this position five years, during which he gained much valuable experience and formed a large and wide acquaintance with the trade. This aroused his ambition to advance, and as a result he organized, in 1881, the shoe concern of Norman & Bennett, manufacturers of athletic and outing footwear.

This firm was the originator in this country of the bicycle shoe, and its foresight in this respect gave the house of Norman & Bennett a national reputation. After the craze for bicycle riding died out, the firm turned its attention to making rubber-soled shoes. At that time there were a few other shoe manufacturers who were doing a little work in this line, but Norman & Bennett were the first to make a rubber-soled shoe that really satisfied the trade. Since then they have specialized in athletic footwear with a trade that extends all over the United States.

Mr. Bennett, who was the junior member of the firm, retired from business in 1900. Mr. Norman then continued the business alone until his death, which occurred in 1915. He was succeeded as treasurer of the company by his son, Howard Norman, who served in that capacity until 1918, when, actuated by a spirit of patriotism, he became a member of the military forces of the United States.

So far as success in his life work was concerned, Mr. Norman was always inclined to consider that constant association, from his earliest youth, with men of high ideals had been the strongest influence in forming his character, and next after this, the various influences of home. Absolute integrity, energy, self-restraint and a serene but intelligent optimism formed the basis of his success, and he believed that every man should perform to the best

of his ability whatever tasks demand his attention.

Laurence F. Norman died in Newtonville, Mass., April 29, 1915, being survived by his wife, his son, Howard F. Norman, and his daughter, Irene Norman.

Howard F. Norman in 1918 entered the military service of the United States as a member of the Aviation Corps. Irene Norman has also entered the service as nurse with Unit 115.

O'Shea, Thomas H., one of the most prominent manufacturers of leather in the United States, was born in Salem, Mass., April 8, 1867, the son of Martin and Catherine O'Shea. Both his parents were natives of County Claire, Ireland. His father was an engineer.

Mr. O'Shea was educated in the public schools of Salem, which he attended up to his eighteenth year. He started in the tanning business, first with Pemberton Brothers of Peabody, but served his apprenticeship and learned the trade at Dean & Blake's tannery in the same place.

In 1893 he engaged in business for himself as a manufacturer of leather and attained almost immediate success in that line. This occasioned no surprise among those who knew him well, for he was considered one of the most skillful workmen in the trade, not only in Peabody, but also in Massachusetts. Furthermore, in addition to his great knowledge of the practical side of the tanner's art, he was fortunate enough to commence his career happily endowed with a remarkable capacity, such as few men acquire except after years of experience, for handling the difficult commercial and financial problems which are inseparable from modern industrial enterprises.

Mr. O'Shea's firm, since its inception in 1893, has made a specialty of the manufacture of India skins, besides building up a large business in pickled skins and goatskins. Today the house is reputed to be the largest

concern in this particular field in the country, and the factory, which is located at 16 Main Street, Peabody, gives employment to 350 hands.

The high esteem in which Mr. O'Shea's financial abilities are held by his fellow citizens is evidenced by the positions of vice-president and director which he fills in the Warren National Bank of Peabody. He is also a trustee of the J. B. Thomas Hospital, another proof of his integrity and efficiency.

The numerous duties which have devolved upon Mr. O'Shea in the management of his own business and in connection with the above-mentioned institutions have not prevented him from participating in the social activities of the community in which he lives. He is a member of the Salem Club, Salem Lodge of Elks, Knights of Columbus and Massachusetts Charitable Irish Society.

On November 25, 1893, Mr. O'Shea was married to Miss Catherine T. Hayes of Peabody. They have two children, Thomas H. O'Shea, Jr., and Catherine M. O'Shea, both of whom were born in Peabody.

Cummings, John (1630-1700), of Topsfield, Mass., was a pioneer American tanner. He was probably a native of England, but this is not certain. We do know, however, that he was born in 1630, for in 1670, when he was testifying in court as witness, he gave his age as forty. He was granted land in Charlestown Village, as Woburn was then called, in 1635, and he was also allotted one-half of Plum Island. He and Ebenezer Fox were associated in trade. His first wife, whose Christian name was Alice, died in 1666, and he married Sarah Hallett. He was a member of the Topsfield church. His death occurred on December 1, 1700; his widow survived by only six days. There is frequent mention of the Cummings family in the records of the Province of Massachusetts Bay in the seventeenth century.

Cummings, David, who built the first tannery ever erected in Woburn, moved there from Topsfield in 1756. The site which he selected for his tannery was at the west side of the town. In his time, and in that of his immediate successors, the winters were devoted to tanning and the summers to farming. The business was handed down to his son, Ebenezer, and then to the latter's sons, John and Moses.

Cummings, John, son of Ebenezer and a grandson of David Cummings, began as a tanner in 1804, and by 1830 had become widely known as a manufacturer of chaise leather. To this line he afterwards added enameled leather, in which he did an unusually large business for those days. Deacon John was one of the first, if not the very first, to use the splitting machine, patented in 1808, 1809 and 1813, by Samuel Parker of Billerica, Mass., who received considerable financial support from John Cummings. The tanning business was continued by his son, the late Hon. John Cummings, and by Moses's son, Eustace Cummings.

Cummings, Eustace, son of Moses and great-grandson of David Cummings, was born at Woburn on April 22, 1834. He was educated in the common schools of his native place and learned the trade of tanner and currier in his father's shop at North Woburn. In 1857 he was admitted as partner to the leather concern of Shaw, Taylor & Company, with whom he remained for several years. He next purchased a shop on Fowle Street, Woburn, and engaged in the leather business, having as partner Griffith Place, who was with him, however, only a short time. Everett Cummings, one of his brothers, was also associated with him for a while. Subsequently his other brother, John Hartwell Cummings, became a partner and remained in the firm until his death, in 1888. For a few years Eustace Cummings' son-in-law, William H. Bowers, had an

interest in the company. After the latter's retirement Mr. Cummings's son, Edward Haven Cummings, was made a partner, and in the autumn of 1903 another son-in-law, John Swain Jaquith, was admitted. Later the business was incorporated as the E. Cummings Leather Company, and Eustace Cummings was elected president, John Swain Jaquith treasurer, and Edward Haven Cummings secretary.

The E. Cummings Leather Company transacts a large tanning and currying business, supplying upper leather for all branches of the shoe manufacturing industry. The plant is on Fowle Street, Woburn. It has a floor space of 20,000 square feet and is equipped with the most modern machinery procurable. Approximately 100 hands are employed by the company. The various leathers which the E. Cummings Leather Company produces enjoy an international reputation for excellence.

The history of Woburn's leather trade revolves about the name of Cummings, and a large number of prosperous leather manufacturers imbibed their first knowledge of tanning in the shops owned by the Cummings family. That Woburn recognizes this industry as the chief contributor to its material prosperity is evident from the inclusion of sprigs of sumac and a skiving knife in the design chosen for the municipal seal when the town became a city.

Eustace Cummings was married, January 1, 1854, to Angeline Moore, who was born at Cambridgeport, Mass., a daughter of Clarke and Mary J. Moore. She died on December 15, 1863, at Woburn. Mr. Cummings's second wife was Susan C. Scott of Woburn, the marriage taking place there on July 18, 1866. She was the daughter of Darius and Lucy (Goodwin) Scott and was born at Charlestown, Vt. Her death occurred on November 28, 1866, at the age of twenty-five. Mr. Cummings was married for the third time in July, 1867, to Mrs. Ellen (French) Hill, who was born at Exeter, N. H., March 6, 1846.

Cummings, Edward Haven, son of Eustace Cummings, and secretary of the E. Cummings Leather Company, was born at Woburn on February 25, 1874. He received his early education in the public schools of Woburn, attended the Mitchell School for Boys at Billerica and prepared for business at Ricker and Bradford's Commercial School in Boston. After graduation he entered his father's employ and spent about three years in learning the tanner's trade. The next few years were passed in the firm's office at 67 South Street, Boston, where he acquired a sound knowledge of that part of the business. Returning to the Woburn factory, he then took full charge of the manufacturing end, which has ever since occupied his attention. On Mr. Bower's retirement he became a partner, and when the company was incorporated he was elected to the offices of secretary and director.

Mr. Cummings is a member of the Woburn board of aldermen, and in matters relating to city government he has displayed the same ability as in the management of the affairs of his company.

Mr. Cummings has three children: Eustace Haven, born October 2, 1898; Edward Stanleigh, born November 13, 1904; and Helen Frances, born December 18, 1907.

Jaquith, John Swain, a son-in-law of Eustace Cummings and treasurer of the E. Cummings Leather Company, was born in Milford, N. H., October 12, 1873, the son of Caleb H. and Mary (Davis) Jaquith. He attended the public schools at Woburn, Mass., and after graduating from the Woburn High School he took a commercial course at the Burdett Business College in Boston. His business career began in 1893, when he entered the employ of an express company. He remained with this company until 1903, and then became associated with Eustace Cummings in the leather business. He was

admitted to partnership, and when the firm was incorporated as the E. Cummings Leather Company he was elected treasurer, which office he now holds.

Mr. Jaquith served for three years on the board of aldermen of the city of Woburn. He is a member of the Woburn Men's Club and has been affiliated with the Masonic fraternity for many years.

He was married in 1901 to Miss Ethel R. Cummings, daughter of Eustace Cummings. They have two children, Eleanor Frances, born April 12, 1903, and Grace, born July 8, 1906.

Thayer, Harry I., president and treasurer of the Thayer-Foss Company, tanners, 17 South Street, Boston, was born at Pembroke, Mass., September 16, 1869, the son of Wendell P. and Amelia J. (Josselyn) Thayer. Both his parents were natives of Massachusetts. His father, who was a contractor, was born at Hanover, February 9, 1849, and died April 23, 1906. His mother was born at Pembroke, April 28, 1847, and died May 28, 1884.

Harry I. Thayer received his education in the public schools of Pembroke and Hanover and graduated from the Hanover High School in June, 1887. About a year later he began his business career, and his first employment was with a shoe manufacturing company at Rockland, Mass., with whom he remained four years.

On May 1, 1894, Mr. Thayer came to Boston and formed a partnership with Austin H. Foss. Mr. Foss was succeeded by John P. Richardson, who died in May, 1905. On the 10th of the following November the business was incorporated with a capital of \$200,000, which was increased to \$500,000 in January, 1916. The present officers of the company are: Harry I. Thayer, president and treasurer; Lloyd J. Thayer, vice-president; George W. Wright, secretary; and Fred I. Stone, assistant treasurer.

The Thayer-Foss Company manufactures patent side leather, both chrome and combination tannage, white buck, smooth and boarded, wax and flexible splits, sidilo, etc. It makes a specialty of "Paramount" patent side leather, long known in the trade, both domestic and foreign, for its appearance, durability and working qualities through the shoe factory. The trade mark "Paramount" is registered in the United States, Argentine, Brazil, Chili and Venezuela. All the other leathers which the company produces are of equally high grade, manufacture and quality.

The company has two extensive tanneries, one at Peabody, Mass., and one at Woburn, Mass., and also a japanning plant at Canton, Mass. The joint capacity of the two tanneries is about 3,500 sides per day, employing approximately 500 hands. In addition to the main office, 17 South Street, Boston, the company has agencies in Cincinnati, St. Louis, San Francisco, Bristol (England), and Melbourne (Australia).

Mr. Thayer has the distinction of being the first tanner to market or commercialize chrome-tanned side leather split in the line. He originated the process in 1901. Prior to that time no attempt to produce chrome patent side leather had ever proved successful; manufacturers used imported patent calf and domestic bark-tanned side leather. The change which Mr. Thayer introduced was therefore epoch-making in its results.

By this method cowhide, once considered suitable only for the roughest kind of shoes, brogans for example, can be transformed into a leather of great beauty and softness. Chrome side leathers in various finishes, both black and colored, are now extensively used in fine medium grade shoes. They are extremely popular with the trade and the consumer, owing to their eminently satisfactory qualities.

It is a fact worth noting that this remarkable discovery should have been made by a new-comer in the

leather industry. Mr. Thayer was the first member of his family to become a tanner; yet he accomplished what men whose ancestors for many generations back had been engaged in leather making regarded as impossible.

In referring to the process, Mr. Thayer always speaks highly of the assistance which he received from Frank Wayland, of Salem, Mass., who worked upon the mechanical problems involved while Mr. Thayer was studying the best methods of tanning hides for the purpose in view. Mr. Wayland, after many experiments, invented a special device, consisting of a patent corrugated roller, to be attached to the splitting machine then in use so as to adapt it for splitting in the lime.

Of course, as soon as Mr. Thayer had perfected his process, other tanners immediately hastened to adopt the idea and secure machines. But Mr. Thayer was really the first to enter the field, and it is to his knowledge of tanning, together with Mr. Wayland's skill as a machinist, that the leather industry is actually indebted for one of the most important developments in its history.

Mr. Thayer is a director of the Wakefield Trust Company, president (third term) of the New England Shoe and Leather Association, treasurer of the Tanners' Council, president of the Bear Hill Association, trustee of the Young Men's Christian Association of Wakefield, past grand master of Soulugan Lodge, No. 38, I. O. O. F., a member of Security Lodge, F. and A. M., the Bear Hill Golf Club, the Tedesco Club, Swampscott, the Exchange Club, Boston, and the City Club, Boston. He is chairman of the Red Cross Committee of Wakefield.

In June, 1918, Mr. Thayer was appointed a member of the executive committee of the Council of National Service Shoe and Leather Industries as a representative of the National As-

sociation of Tanners, taking the place of V. A. Wallin, who resigned owing to the press of other duties. The Council is a branch of the Conservation Division of the War Industries Board.

Mr. Thayer was married, December 31, 1891, to Emma L. Bates of Scituate, Mass. They have three children, Lloyd J., born at Rockland, June 8, 1892; Raymond H., born at Wakefield, December 6, 1896, and Wendell P., born at Wakefield, August 18, 1908. Lloyd J. Thayer, who, as noted above, is vice-president of the Thayer-Foss Company, is now in the military service of the United States.

Whitcher, Frank Weston, president of the Frank W. Whitcher Company, manufacturers of shoe findings, was born at Tilton, N. H., November 10, 1855, being of the eighth generation in direct descent from Thomas Whittier, who came to this country and settled in Haverhill, Mass., in 1638, afterwards removing to Amesbury, where he built the Whittier homestead. The old home is located on the Amesbury-Haverhill road, and is in excellent condition at the present time. The old English way of pronouncing Whittier was "Whitcher," the accent being on the first syllable. There is a Whitcher Hill in Amesbury named after the family. As the story runs, the change in spelling was on account of the transfer of a piece of land to Mr. Nathaniel Whittier, son of Thomas Whittier, in Salisbury, a town adjoining Amesbury. In making out the deed, the town clerk spelled the name as it was then pronounced, "Whitcher," and as Nathaniel Whittier is the one through whom Frank W. descended, the name has continued in that form with his branch of the family down to the present day. On his father's side he is of English descent, and on his mother's English and German. His father, William Warren Whitcher, was a tanner of leather in Quincy, Mass. His mother's father, Samuel White, was one of the

oldest boot manufacturers in the country, making long-legged boots for the Southern trade. At that time the factory system was not in existence, the method being for a manufacturer to obtain his materials, cut his stock, have his vamps sided at home or nearby, then farm the stock out for making them up into boots, returning the completed article for one dollar per pair. Mr. Whitcher has his grandfather's old ledger and cash book of 1842, which has many items of interest in it, particularly the price of leather and findings. He also has the mortar and pestle in which his grandfather used to crush the resin and other material for making his shoemaker's wax.

His early life, until he was fourteen years of age, was spent in Quincy, Mass., where he attended the Grammar school, graduating from the Coddington School of that city. On account of the death of his father when he was four months old, it is to his mother whom he owes a debt of gratitude for bringing him up and giving his brother and himself whatever education she was able to. This was made all the harder because of the pecuniary loss by his grandfather, on account of the Civil War at that time, making his accounts in the South worthless. By teaching school and with the assistance which they were able to render her in doing chores, running errands, carrying newspapers, trapping for muskrat and mink, as well as by the strictest economy, she managed to get along.

When Frank W. Whitcher was fourteen years of age, they moved to Dorchester, Mass., which at that time was a town, but later on was annexed to the city of Boston, and he graduated from the Dorchester High School in 1872. In the summer of 1872 he entered the employ of Henry Wilson to study civil engineering and was with him while he built the marginal railroad connecting the piers of the city of Boston with the railroads running out of the city.

On July 18, 1867, his brother, Oscar W. Whitcher, then a boy of twelve years of age, entered the employ of Messrs. Phinney & Phillips, dealers in leather and shoe findings, 60 Kilby Street of this city. While he was with them they moved to 85 Kilby Street, then to 12 High Street, where they were burned out in the great fire of 1872. Immediately after the fire they secured quarters at 77 Kingston Street, where they remained for a year or two and then moved to 151 Summer Street.

In the fall of the year 1872 Edward Y. Perry, then a member of the firm of Phinney & Phillips, requested him to go to South Hanover, Mass., to keep the books of E. Y. Perry & Company, shoe nail and tack manufacturers, now E. Phillips & Sons. This he did, remaining with them until December 11, 1875. While at South Hanover, his brother, Oscar W. Whitcher, purchased the interest of Mr. Phillips, of Phinney & Phillips, then located at 77 Kingston Street, at which time the name was changed to James P. Phinney & Company.

As Oscar W. Whitcher's health gave out in the fall of 1875, Frank W. Whitcher was given an opportunity, which he accepted, of purchasing his brother's interest in that firm. In the meantime the company had removed to 151 Summer Street, and from there on January 1, 1880, to 4 High Street, where the business was conducted until January 1, 1901.

On October 1, 1882, as his brother had regained his health, they together purchased the interest of James P. Phinney and formed the firm of Whitcher Brothers.

On April 1, 1883, J. Henry Emery, who had been in the sheepskin business for a number of years, joined them in forming the firm of Whitcher & Emery.

On April 1, 1890, owing again to ill health, his brother withdrew from the firm and settled in Alabama. The name of the firm remained the same, however, until April 1, 1893, when Mr. Emery decided to go more largely into

the leather business, forming the Crane-Edwards Company and the Boston Sheep Skin Company.

Frank W. Whitcher continued under the name of Frank W. Whitcher & Co., at 4 High Street, until January 1, 1901, when the business was moved to 14 Albany Street, where it was continued under the same name until 1908. At that time the business was incorporated under the present name.

Mr. Whitcher organized and is president of the Frank W. Whitcher Company, Boston and Chelsea, Mass., and Chicago, Illinois; president of the Chandler Oil Cloth and Buckram Company, East Taunton, Mass., and Bush Terminal, New York; president of the American Shoe Tip Company, Boston, Mass.; president of the Sanitary Welt Insole Company, Boston, Mass.; president of the Heaton-Peninsular Button Fastener Company, Boston, Mass. He is director of the Mayflower Rubber Works Company of Braintree, Mass.; director of the Standard Thermometer Company, Boston, Mass.; director of the M. & T. Button Company, Providence, R. I.; director and treasurer of the Whitcher Realty Company, Bridgeport, Alabama; director of the Chandler Oil Cloth Company, Yardville, New Jersey. He is director of the Parker Manufacturing Company of Roxbury, Mass.

Mr. Whitcher is affiliated with numerous business, social and fraternal organizations and was president of the Massachusetts State Board of Trade before changing its name, and continued as first president of the Massachusetts Chamber of Commerce, a federation of fifty-four of the largest boards of trade and chambers of commerce in the state, representing a total membership of nearly twenty thousand business men of the state. He was for thirteen years treasurer of the National Leather and Shoe Finders' Association with headquarters at St. Louis, Missouri, and has represented for many years that association as

councillor to the Chamber of Commerce of the U. S. A. At the time of the establishment of the Trade Promotion Bureau of that association, he was made honorary member of the committee in charge of that work. He is an associate member of the Chamber of Commerce of the United States of America at Washington, D. C., and a member of the Boston Chamber of Commerce and the Brookline Board of Trade. He is a member of, and has served as a director in the New England Shoe and Leather Association, and was chairman of the Executive Committee and has also represented that association as councillor to the Chamber of Commerce of the U. S. A. He is a member of the New England Leather and Shoe Finders' Association and was its first president, holding the office for two years. He is a member of the Ancient and Honorable Artillery Company of Boston, and went with the company to London in 1912 to participate in the celebration of the 375th anniversary of the Ancient and Honorable Artillery Company, the oldest military organization in the world. He is a life member of the Massachusetts Charitable Mechanics' Association of Boston and has served for three years upon the board of government of that association. He is a life member of the American Unitarian Association, a member of the Unitarian Club and ex-president of the Men's Club of the Richmond Street, Dorchester, Unitarian Church. He is a member of the Boston City Club, Shoe and Leather Trades Club, Reciprocity Club of America, Boston Boot and Shoe Club, Oakley Country Club, Nashua, N. H., Country Club, and the Massachusetts Republican Club. He has been an associate member of the Apollo Club of Boston for over thirty years. He is a life member of the Boston Press Club, Whittier Home Association of Amesbury, the Union Blue Lodge of Masons, Dorchester, charter member of the Dor-

chester Blue Lodge, a charter and life member of the Dorchester Loyal Arch Chapter, member of the Boston Council, life member of the DeMolay Commandery, Knights Templars and all the Consistory bodies. He is a thirty-second degree Mason.

Mr. Whitcher was married October 11, 1883, to Maria Davenport Faxon.

He has given many papers before the trade organizations with which he is connected and has written much for the trade press.

On July 6, 1915, Shoe and Leather Day at the Panama-Pacific Exposition, California, Mr. Whitcher, following President Kleine's remarks, telephoned verses which he had written for the occasion at Tulare, California, July 4, 1915, across the continent to the New England Shoe and Leather rooms, 166 Essex Street, Boston, where there was a large gathering to celebrate the first telephone conversation between San Francisco on the Pacific Ocean to Boston upon the Atlantic Coast. He thus has the distinction of being the first person to quote poetry across the continent.

"Only through co-operation
Can we improve the business world,
May there through its operation
Higher standards be unfurled!

"Onward speed co-operation,
Let optimism encouragement bring,
With confidence in legislation
Long o'er our land will prosperity
ring!

"Let us praise from ocean to ocean
With our voices loud and strong,
Reaching the limits of the nation
In this splendid burst of song!

"Hurrah for our country's industries,
Glorious wealth of brains and skill,
Through knowledge, power and
activities,
Ever at the front their place shall fill."

Levor, Gustave, founder of the firm of G. Levor & Company and one of the most prominent leather manufacturers in the United States, was

born in Thuringen, Germany, December 23, 1847, the son of Wolf and Sarah (Rosenthal) Levor. His father was at that time engaged in the hide and leather business. Gustave Levor received his education in Germany, and among the schools which he attended was the high school of Eisenach.

Mr. Levor came to America in 1876 and commenced making leather from kangaroo skins at Gloversville, N. Y. He started in business with only one man. Today his factory at Gloversville gives employment to more than 300 hands. G. Levor & Company manufacture calf, kid, sheep, fancy, shoe patent sides and shoe upper sides. In addition to the plant on First Street and Woodside Avenue, Gloversville, the company maintains extensive offices and warerooms at 67 and 90 Gold Street, New York City.

Mr. Levor is vice-president of the Johnstown & Gloversville Railroad and a director of the City National Bank, Gloversville, and of the Glen Telephone Company, Johnstown, N. Y.

He was married August 2, 1883, and has two daughters, Mrs. Sidney New and Mrs. Samuel Rothschild, both of whom were born in Gloversville, the former on August 1, 1884, and the latter on June 28, 1886.

Endicott, Henry Bradford, a prominent tanner and shoe manufacturer, was born in the town of Dedham, Mass., September 11, 1853. His father, Augustus B. Endicott, a native of Canton, Mass., was high sheriff of Norfolk County, Mass., and president of the Dedham National Bank. His mother, Sarah Endicott, was the daughter of William and Millie Fairbanks, and was born in Dedham.

Mr. Endicott received his education in the public schools of Dedham. During his school days he worked on a farm. He graduated from the Dedham High School when he was sixteen years old.

JOHN N. WILLIAMS.

FRANK L. YOUNG.

Soon after completing his studies he went to Boston and entered the employ of a wholesale woolen concern, after which he worked for a wholesale hardware house. He next engaged in the leather business and subsequently established a firm of his own under the name of H. B. Endicott & Company. For some years he was manager of the Commonwealth Shoe & Leather Company of Boston. Following this he purchased an interest in the Lester Shoe Manufacturing Company, Lester-shire, N. Y., which was afterwards re-organized as the Endicott-Johnson Company, of which Mr. Endicott is still one of the owners.

The factories and tanneries of the Endicott-Johnson Company are located at Endicott and Johnson City, N. Y. The business gives employment to 15,000 hands. The annual production amounts to \$70,000,000.

Mr. Endicott is a director of the Chase National Bank, New York, the State Street Trust Company, Boston, and the United Shoe Machinery Corporation. He is executive manager of the Massachusetts Committee of Public Safety and both Federal and State Food Administrator for Massachusetts.

Mr. Endicott is married to Louise Clapp, daughter of Samuel Clapp of Walpole, Mass. They have four children, Gertrude, Samuel, Katherine and Wendell. The latter is associated with his father in business.

Young, Frank L., founder and treasurer of the Frank L. Young Company, manufacturers of and dealers in tanners' materials, was born in Slatersville, R. I., November 20, 1852, the son of Charles and Roxana (Bachelder) Young. After graduating from the Milford (Mass.) High School, he entered Brown University, from which he was graduated with the degree of A. B. in 1874.

Mr. Young began his business career in Boston in 1876, when he entered the

employ of the Merican & Morgan Paraffine Company. He subsequently became manager of the Eastern branch of that company and finally bought out the business.

He founded the Frank L. Young Company and is treasurer of the corporation. This company has factories in South Boston and two plants in New Bedford for refining oil and spermaceti. It also handles chemicals in a very large way. The chemical business is an important part of the company's activities, running into many millions annually. The company makes a specialty of sperm-whale, fish, cod, seal, and all other marine oil products, and is probably the largest factor in these lines, having three well-equipped factories which are operated to full capacity all the time. Its oil business amounts to many millions of dollars each year. About 100 hands are employed. The main office is located at 111 Purchase Street, Boston, and there are branches in New York, Chicago, Baltimore, New Bedford and Liverpool.

Mr. Young is a director of the Puritan Trust Company, Boston. He has served as commissioner on several public boards for the City of Boston. He is a member of the Bankers' Club of New York, Brookline Country Club, Oakley Golf Club and Duxbury Yacht Club.

On December 16, 1878, he was married in Milford, Mass., to Miss Minnie E. Jones. They have six children, four sons and two daughters. Two of the sons are in the business with the Frank L. Young Company.

Donovan, Alfred W., one of the best known among the younger shoe manufacturers of New England, is president and general manager of E. T. Wright & Company, Inc., shoe manufacturers, of Rockland, Mass. He was born September 2, 1868, the son of Timothy and Margaret (McGorisk) Donovan, both of whom were natives of Ireland.

Alfred W. Donovan spent his boyhood days in Rockland, where he attended the public school, and there he has always made his home. He worked from early boyhood in the shoemaking business with his father, and later became superintendent of the E. T. Wright Company plant, in August, 1896, becoming a member of the firm. The business was conducted under the name of E. T. Wright & Company, and Mr. Donovan was superintendent of the factory until, in 1906, it was re-organized under the laws of the State of Massachusetts as E. T. Wright & Company, Inc. Mr. Donovan was then elected president and general manager of the concern, and Elwin T. Wright was elected treasurer. Mr. Donovan has given to the shoe manufacturing business the best of that enterprise and enthusiasm for which he is noted. He is a thorough shoemaker, familiar with all the branches of the business, executive as well as manufacturing, and he is as much interested in his salesmen and other employees as he is in the mechanical equipment of his establishment or the standard of its products. This company manufactures the "Just Wright" shoes, which are known throughout the length and breadth of this country, and are also shipped to many foreign countries.

Aside from his business, though its demands are great, Mr. Donovan finds time to devote to his native town and his townspeople. He is a member of the Commercial Club of Rockland, and for the past seven years has served in the office of president of the club, during which time, under its auspices and encouragement, many improvements have been made in Rockland and a perceptible impulse has been given to business enterprise. He was one of the organizers of the Rockland Trust Company, of which he is a director, vice-president and member of the executive committee; he is also a trustee of the Rockland Savings Bank and a director of the Rockland Co-opera-

tive Bank. Mr. Donovan's interest in Rockland, its growth, its progress and its people, has made him popular with all classes, for he believes in leaving nothing undone that would bring success and prosperity to the community, and he has the energy to put his principles into practice. He is a member of the Boston Chamber of Commerce, State Board of Trade and the Boot and Shoe Club of Boston; director of the New England Shoe and Leather Association of Boston, and director of the National Association of Boot and Shoe Manufacturers of Rochester, N. Y. He is a member of the Catholic Club of New York and a member of the Massachusetts Real Estate Exchange of Boston. Fraternally he belongs to Rockland Council, Knights of Columbus. He takes a deep interest in the temperance cause, having for a quarter of a century been a member of St. Alphonsus Total Abstinence Society. In political faith he is a staunch Republican and he has been a firm believer in the principles of the party as interpreted by McKinley, Roosevelt and Taft. A man of ideas and the faith to promulgate them, unlimited in resource and able to command attention, he is a forceful and polished speaker as well as a mighty worker—an acquisition to every cause with which he allies himself.

Mr. Donovan was married in Dedham, Mass., December 26, 1891, to Mary F. Sullivan, a native of Dedham, daughter of Cornelius and Hannah Sullivan. They have had two children: Ruth Warren, born in 1893, who is a graduate of the high school of Rockland, and Alfred Francis, born in 1897.

Field, George Addison (1856-1915), for many years prominent in the leather trade of Boston, was born in that city in 1856. His father, John Field, was a member of the firm of Field, Converse & Company, pioneers in the leather commission business in Boston. George received a thorough

ERNEST G. HOWES

FRANK L. HOWES

education in the public schools, and upon the completion of his studies he became associated with his father in the leather business. He later entered the leather commission house of Field, Bullivant & Field, of Boston, in which his brother, J. W. Field, was also a partner. He was connected with this firm for a number of years. Mr. Field died on August 4, 1915, being survived by his wife, his brother and two children, Mrs. Walter Leighton and G. Baldwin Field.

Howes, Ernest G., president of Howes Brothers Company, Inc., manufacturers of leather, was born in Chatham, Mass., October 5, 1871. He is the son of Franklin and Mercer B. (Small) Howes. He was educated in the public schools. After leaving school, at the age of nineteen years, he decided to enter business on his own account. He began his career on Atlantic Avenue, Boston, doing a commission and brokerage business in the leather trade.

The growth of his business has been phenomenal, due to his great judgment and tireless energy. In 1896 his brother, Frank L. Howes, was admitted to the firm, the style of the house being known as Howes Brothers. In 1905 the firm was incorporated as Howes Brothers Company, Inc., and from small beginnings the business has grown so extensive that it is now considered one of the leading concerns in the United States. The company occupies at 321 Summer Street a new and handsome structure, which is entirely occupied by the firm.

Mr. Howes is president of Howes Brothers Company, Inc., Tanners Cut Sole Co., director of the Michigan Tanning and Extract Co., Pocahontas Tanning Co., of Wheeling, Va., St. Joseph Tanning Co. He is a member of the Algonquin Club, Boston City Club, Exchange Club and the Tedesco Club.

He was married to Miss Alice Huguley, daughter of the late Colonel and Mrs. Huguley of Boston.

Howes, Frank L., treasurer of the Howes Brothers Company, Inc., was born at Chatham, Mass., May 12, 1867. He is the son of Franklin and Mercer B. (Small) Howes. He began doing business as a leather merchant in 1894 with his brother, Ernest G. Howes; a year or two later the firm name was changed to Howes Bros. In 1895 the firm was incorporated as Howes Brothers Company.

Frank L. Howes is a director of a number of other corporations. He is married.

Moench, Christopher, for many years one of the most prominent tanners in the United States and the founder of the well known leather firm of C. Moench Sons Company, of Boston, Chicago and Gowanda, N. Y., was born in Germany, June 22, 1835. He came to America when he was eighteen years old. Soon after his arrival he apprenticed himself to a tanner, with whom he remained until he had acquired a thorough knowledge of the craft. For some years thereafter he worked as a journeyman tanner.

In 1865, when he was thirty years old, he established a business of his own. The venture proved a success from the very outset. This caused no surprise among those who knew him well, for he was recognized as one of the most skillful tanners in the country at that time. Furthermore, as a business man he was remarkably level-headed, though extremely modest and unassuming.

When Mr. Moench commenced business he employed only two men, but in a very short time he found it necessary to increase his force of workers in order to keep pace with the constantly growing demand for his product. By 1890 his output of rough leather amounted to 900 sides per week. In the course of that year a long stride in advance was taken, for the currying of upper leather was introduced and the capacity of the tannery was greatly enlarged.

In 1888 Mr. Moench's eldest son, Henry L. Moench, was admitted as a partner in the firm, the name of which was thereupon changed to C. Moench & Son. Five years later the firm erected a large sole leather tannery in Alpena, Michigan. In 1899 they acquired an interest in the business of Fisher & Gaensslen, of Gowanda, N. Y., and in that of the Fisher Tanning Company, of Salamanca, N. Y., both of which had extensive sole leather tanneries. This made the firm of C. Moench & Sons one of the largest concerns of its kind in the country, surely a remarkable growth from small beginnings.

In 1901 the business was incorporated under the name of C. Moench & Sons Company. The original officers were: Christopher Moench, president; H. L. Moench, treasurer; George E. Moench, vice-president; W. A. Oakes, vice-president; William Krebs, vice-president. The present officers are: H. L. Moench, president; George E. Moench, William Krebs and Harmon F. Moench, vice-presidents; W. A. Oakes, treasurer, and C. F. Keppel, secretary.

Christopher Moench was married June 29, 1865, to Caroline F. Dietrich. Eight children were born of this marriage, namely: Henry L. Moench, Mrs. William Krebs, Mrs. W. A. Oakes, Henrietta V. Fisher, George E. Moench, Mrs. Samuel P. Bates, Mrs. Walter S. Powell and Harmon F. Moench.

Mr. Moench died on May 8, 1904, being survived by his wife and seven children.

Levinstein, Ivan, was born in Berlin in 1845, and obtained his primary education at the Royal Prussian College, later studying chemistry at the Berlin University and Technical High School. Here his earnest studies soon attracted the attention of those in authority, and at eighteen years of age he was appointed assistant chemist to Professor Weber. Following up research work consistently, he ob-

tained his first patent in 1863 for an improvement in the manufacture of coal-tar colors. In the year following he decided to go to Blackley, Manchester, and he began manufacturing, the business rapidly increasing, until today the firm of Levinstein, Ltd., is one of the largest chemical manufacturing houses in Great Britain, with business connections spreading over the world.

Apart from his active work in connection with his firm, Mr. Levinstein associated himself with many movements for the advancement of science and commerce. In 1881 he acted as one of the founders of the Manchester Section of the Society of Chemical Industry, and was one of its most active members. Succeeding Sir Henry Roscoe as chairman of the Section, he held this position for upwards of ten years. He was elected president of the Society in 1901, and re-elected in 1902, and during his association with the Manchester Section it became one of the most influential branches of the parent Society.

Perhaps the work of Ivan Levinstein in connection with patent law reform most deserves the gratitude of the trading community. Readers will remember the credit given to certain legislators when the Patent Act came into force in 1908. Few people, however, at that time really knew that its inception was due to the subject of this sketch, who had carefully studied the question. For years he was handicapped in his efforts towards amendment by the strenuous opposition to compulsory working of patents in Britain on the part of patent agents, and also by the apathy of many of the manufacturers. For years Mr. Levinstein fought this great question almost alone, and he was, in fact, regarded as something of a fanatic in connection with patent matters. Even as far back as the year 1881 he directed public attention to the great injury inflicted upon the trades by British patents being abroad and not

CHRISTOPHER MOENCH.

in Great Britain. Looking back on the results already achieved, it is certain that had his ideas been adopted at an earlier date, millions of pounds might have been saved to his country, and work, which was badly wanted, found for British operatives. It is certain, too, that many industries, such as the chemical and aniline color trades, would never have obtained their firm footing abroad had Mr. Levinstein's ideas been put earlier into practice. The tenacity shown by Mr. Levinstein, however, eventually bore fruit, and after a long struggle, he lived to see the result of his efforts. Mr. Lloyd George, in the Bill of 1907, incorporated all Mr. Levinstein's suggestions and all he had fought for from 1881 to 1906. His services were fully recognized at a banquet given in honor of Mr. Lloyd George by the Manchester Chamber of Commerce in 1909, when the latter statesman thanked Mr. Levinstein for his assistance, and said: "Mr. Levinstein fought the matter out with great tenacity and courage, and verily he has got his reward. You have had patent laws before with the principle of compulsory working enshrined in them somewhere, but they were left to Mr. Levinstein to put into operation." Today those who were Mr. Levinstein's harshest critics are now obliged to admit that the Patents Act of 1907 is one of the most patriotic legislative enactments ever placed on British Statute Book.

Mr. Levinstein's untiring energy may be realized when we remember that amongst his many public positions he had been president of the Manchester Chamber of Commerce, and a member of the Court of Governors and Council of Victoria University of Manchester. He was formerly a member of the Manchester Education Committee and a member of the Council of the Manchester Municipal School of Technology, which he helped to found, and of the Society of Dyers and Colorists, and

was associated with many other public and responsible positions. He was the author of much useful data in connection with chemical matters, technical education, patent law amendments, and many other subjects.

Mr. Levinstein was married to Hedwig Abeles. He died in March, 1916, being survived by three sons: Dr. Herbert Levinstein, now managing director of Levinstein, Ltd.; Edgar, president and treasurer of I. Levinstein & Co., Inc., and Gerald, a lieutenant in the British army, who was killed in France in October, 1916.

Levinstein, Edgar, president and treasurer of I. Levinstein & Co., Inc., manufacturers of aniline dyes and chemicals, whose products are extensively used in the leather industry, was born in Manchester, England, February 20, 1877, the son of Ivan and Hedwig (Abeles) Levinstein. He was educated in England and Switzerland, attending several noted educational institutions. He entered Cheltenham College, England, in 1890, and graduated in 1894. He then went to Switzerland and enrolled at the Ecole de Commerce, Neufchatel. After receiving his diploma from this school in 1896, he proceeded to the Université de Neufchatel and graduated in 1897. Upon his return to England he completed his studies by taking a year's course at the School of Technology, Manchester.

Mr. Levinstein began his business career in 1898 as special agent in foreign countries for Levinstein, Ltd., of Manchester, in which company he now has financial interests. In 1900 he came to America and engaged with Thomas Leyland & Co., Boston. He remained with this firm five years.

In 1905 Mr. Levinstein founded I. Levinstein & Co., Inc., and was elected president, treasurer, and a member of the board of directors of the organization. This company represents the Crumpsall Vale Chemical Works, which manufacture aniline

dyes and chemicals, important materials in modern leather making. Its products are widely and favorably known, and their excellence has been recognized, officially, at five great international expositions, having been awarded a gold medal at Berlin in 1877, a silver medal at Paris in 1878, a gold medal at London in 1885, a gold medal at Liverpool in 1886, and the Grand Prix at St. Louis in 1904.

The company maintains factories at Chelsea and Framingham, Mass., and at Blackley and Crumpsall, England. The executive offices and main warehouses are located at 74 India street, Boston, and there are branch offices in Philadelphia, Chicago, and Toronto, Canada.

Mr. Levinstein is a member of the Society of Chemical Industry, England and America, and the Cheltonian Society, London. He also belongs to the Engineers' Club, Boston. His favorite recreations are motoring and athletics.

He was married in August, 1914, to Frances Rena Childs, daughter of Mrs. L. Parkman Childs, of Amesbury, Mass. His home is at 96 Bay State road, Boston.

Williams, John Newton, who was for many years connected with the rubber shoe industry, was born in Woodstock, Vt., March 31, 1849. He was a son of Jeremiah and Emeline (Converse) Williams and a nephew of Mrs. Elisha Slade Converse, wife of Deacon Converse of Malden, Mass. Both his parents were natives of Connecticut.

Mr. Williams received his education in the public schools of Woodstock, Vt., and at an academy in Middleboro, Mass. He then entered the employ of his uncle, Deacon Converse, who for so long was prominently identified with the rubber shoe business in Boston and Malden.

Mr. Williams was employed in his uncle's place in Boston for some years and later in the rubber shoe factory in Malden, where for about thirty-five

years he had charge of the shipping department. He retired in the year 1907.

While in Malden Mr. Williams lived at 68 Converse Avenue for many years and afterwards on Summer Street, in the West End of the city. He was an active member of the First Baptist Church of Malden. He subsequently moved to Brookline.

Mr. Williams was married in Thompson, Conn., December 22, 1870, to Miss Caroline J. Bickford.

Mr. Williams died at his summer home at Falmouth, Mass., July 2, 1915, being survived by his widow and four children: Elisha Slade Williams, who is one of the vice-presidents of the United States Rubber Company of New York; Frank C. Williams, of Kansas City; Mrs. William D. Lockery, of Malden; and Mrs. S. C. W. Simpson, of Brookline.

Clafin, Lee, an early tanner and shoe manufacturer, was born in Hopkinton, Mass., in November, 1791. He died in Boston, February 23, 1871. He learned the tanning trade in boyhood, and afterward acquired a knowledge of the shoe business, with which he was identified all his life. He made shoes at Hopkinton and Milford in 1821, and established a store on Fulton Street, Boston, for their sale. He was president of the Milford and Hopkinton Bank and of the Hide and Leather Bank of Boston. He assisted in establishing both of these institutions. He was a representative in 1835 and state senator in 1868. He had large business interests in St. Louis and the West in connection with his son, Hon. William Clafin, who succeeded to his business there as well as in Boston.

Cohen, Samuel, one of the most energetic and successful wholesale shoe dealers in Boston, was born in Russian Poland, June 10, 1875, the son of Alex-

SAMUEL COHEN

WALTER RAPP
LEATHER, BOSTON

JOSEPH M. HERMAN
SHOE MANUFACTURER, MILLIS, MASS.

TILLY HAYNES
UNITED STATES HOTEL, BOSTON

A. B. COLLINS
SHOES, BOSTON

ander and Sarah Mildreth Cohen. His father died when young Cohen was about two years old, and as a result the family was left in a very destitute position. However, the boy managed to obtain some education, principally in the Hebrew language. He stayed at school until he was nine years old and then went to work in Russia. In 1889 the family came to America. Young Cohen had considerable difficulty in getting away from Russia, as he was subject to military duty. He managed, however, to elude the authorities and make his escape to the ship, and being helped by some of the influential people at the dock, he finally sailed for America.

Immediately upon his arrival he began to look for work. He was determined to get it and he did. He started in a tailoring shop at three dollars a week. His employer was pleased with his efforts and advanced his pay to six dollars and a half a week. But Mr. Cohen wanted to earn more money by operating a machine. He took a few lessons and after a short time became such a skillful operator that he was able to earn ten dollars a week.

He managed to save about seventy-five dollars and with his brother entered the clothing contracting business, making garments for such firms as Talbot Brothers. Afterwards he and his brother bought out Schooner Brothers, in the same line, and they were very successful until strikes and labor troubles began. The Cohens would not submit to any dictation from the strikers, and quit the business after having paid all bills.

Mr. Cohen then became a buyer of clothing. He made five hundred dollars and with this as capital started in the retail shoe business with his brother-in-law. The amount of business in a small store was not large enough for him, and he tried his hands at other lines, but was not very successful. Then his brother-in-law was taken sick, and Mr. Cohen went back to the store to help him out while he was

in the hospital. As soon as his brother-in-law had recovered, Mr. Cohen joined a retail and wholesale shoe dealer in Boston, for whom he became both buyer and clerk.

In 1900 Mr. Cohen and another relative opened a shoe store on Cross Street, Boston. He finally bought his relative out and continued the business for some time with the aid of his wife as saleswoman. Mr. Cohen was not satisfied with the small volume of business, and when he received a good offer from a Mr. Bloomberg, by whom he had formerly been employed, he accepted the proffered position. After remaining with Mr. Bloomberg for a certain period he came to the conclusion that he could make more money working for himself than for another. So he gave up the position.

Mr. Cohen was ambitious and determined to advance. Accordingly he started immediately to call on the retail shoe trade of Massachusetts, with many of whom he was well acquainted, for the purpose of obtaining orders for goods which he procured directly from the factory. He arranged with several shoe manufacturers to ship the goods, C. O. D., to his own home, on Davis Street, whence he sent them to his customers. Thanks to his personality, when he received an order the customer would usually advance the amount of the bill, which Mr. Cohen thereupon paid to the manufacturer. It was not long before he was able to buy goods on regular time, and that was the turning point of his career. Mr. Bloomberg heard of Mr. Cohen's remarkable success and offered him his own price if he would come back, but Mr. Cohen refused, for he knew he was on the road to prosperity.

As his customers continued to increase he found it necessary to find a store to do business in, and he spoke to his wife about taking one in the shoe district. She was opposed to running any risks. Nevertheless, he did hire a store at 18 Lincoln Street at twenty-

five dollars a month. He never has had occasion to regret this step.

After a short time Mr. Cohen was obliged to have larger quarters, and he moved to 1 Lincoln Street. This place also proved to be too small, and he removed to the Albany Building, where he remained until his store was required for the use of the United Shoe Machinery Company. Locations were hard to get on Lincoln Street then, but Mr. Cohen, who wished to stay on the street with which his business had become identified, finally succeeded in securing his present quarters at 72 Lincoln Street, where he occupies the entire top floor, about 11,000 square feet of space.

The following figures will show how rapidly the business has grown. During his first year at 1 Lincoln Street he did a business of \$100,000, which increased to \$200,000 the next year. At 72 Lincoln Street he did \$600,000 worth of business the first year, \$1,000,000 in 1915, and \$1,600,000 in 1917.

Mr. Cohen was married to Sarah E. Goldstein, daughter of Barney and Rebecca Goldstein, in 1895. They have two sons and one daughter, Alexander, Leo and Mildreth. The elder son is associated with his father in business.

Southwick, Philip R., was one of the oldest and most respected members of the Boston trade. He was the first hide broker there. Mr. Southwick was descended from a long line of tanners, his father and grandfather following that vocation. The Southwick family of Poughkeepsie tanners were cousins. John C. Southwick, of the New York leather trade, was a nephew. So was James M. Caller, a former Salem tanner. Philip R. Southwick was born in Peabody, Mass., in 1808. When young he studied medicine and obtained the degree of M. D. In 1830 he commenced business in Boston, and at that early age he owned three tanneries in South Danvers. His partner was David

Pingree, of Salem, one of the largest importers of Calcutta hides at that time. Mr. Southwick was, at forty years of age, the largest tanner in the United States, and so continued for several years. In 1850 he failed, and then opened a broker's office in Boston. He took William E. Plummer as a partner in 1858. Joseph Southwick, his son, came into the firm. Edward Southwick, another son, established himself in New York. P. R. Southwick had a good record in the hide trade. He was upright and honorable. William H. Sands was with him for some time, and Sands & Leckie succeeded to his business. P. R. Southwick died in Boston February 18, 1873.

Finkovitch, Joseph Aaron, treasurer of M. Finkovitch, Inc., wholesale shoe dealers, Boston, was born in New York City, February 21, 1890, son of Max and Tobie Finkovitch. The family soon afterwards moved to Boston, where in 1895 his father began to engage in the shoe jobbing trade. Joseph received his education in the public schools of Boston, and in 1908, at the age of eighteen, he entered the employ of his father, whose place of business was then at 140 Bedford Street.

Upon the death of his father, which occurred in July, 1910, Mr. Finkovitch took charge of the business and conducted it in the interests of the M. Finkovitch Estate until 1912, when the M. Finkovitch Company was formed, with Mr. Finkovitch as acting treasurer. In 1914 the company was chartered under the laws of Massachusetts as M. Finkovitch, Inc., and Mr. Finkovitch was thereupon elected treasurer of the new corporation, which office he still holds.

During Mr. Finkovitch's connection with the concern, covering a period of twenty years, the business has constantly increased in volume. The company has twice found it necessary to seek larger quarters, removing for

that purpose from 140 Bedford Street to 164 Lincoln Street and thence to 138-44 Lincoln Street, where the offices and salesrooms are now located.

The goods which Mr. Finkovitch's company handles consist of a general line of men's, women's and children's shoes, especially novelty styles, which are sold in all parts of the United States and also in Cuba and Porto Rico, where they are in great demand. The company formerly had a large European trade, which was adversely affected by the outbreak of the Great War, but the loss which this event occasioned has at least been counterbalanced by the remarkable growth of the concern's domestic business.

Mr. Finkovitch is a member of the Benevolent Order of Elks, the Independent Order of Odd Fellows, the Young Men's Hebrew Association and the Boston City Club. He resides at 108 Elm Hill Avenue, Dorchester, Mass.

Finkovitch, Arthur, assistant treasurer of the wholesale shoe house of M. Finkovitch, Inc., was born in New York City, in April, 1884, son of Max and Tobie Finkovitch. He came to Boston with his parents in 1891 and was educated in the public schools.

At the age of nineteen he entered his father's employ, and in 1914, when the business was incorporated, he was appointed assistant treasurer of the concern. In addition to assisting his brother, Joseph A. Finkovitch, in the management of the business, he attends to the buying of goods, an important element in the success which the company has attained.

Mr. Finkovitch was married in 1907 to Beatrice Albert of Boston. They have two children, Edith and Manuel. He is a member of the Benevolent Order of Elks and the Independent Order of Odd Fellows.

Hull, H. D., was the pioneer hide broker. He began business in Connecticut, but in 1832, when he was twen-

ty-seven years old, he went to New York and took a position in the leather store of B. Marsh, in Ferry Street. He was energetic and active, worked in the store and went outside to sell to customers. Mr. Hull accumulated a small capital, and embarked in business for himself. His energy and perseverance enabled him to make a good start. He sold his first bill to James & George Brooks, in Ferry Street, in 1838, and subsequently built up a good trade and secured a handsome competence. In 1854 he issued the first price current of hides ever published. H. D. Hull died February 5, 1866, leaving his only son as successor to his business.

Woodbury, Chester Putnam, a prominent Boston insurance agent, whose clientele includes a large number of shoe and leather concerns, was born in Ipswich, Mass., May 26, 1874. His father, Andre Woodbury, a cotton broker, was a native of Salem, N. H. His mother, before her marriage, was Miss Matilda Franklin, of Swampscott, Mass. Mr. Woodbury received his early education in the public schools of Ipswich, and after graduating from the Manning High School took a business course at Comer's Commercial College in Boston.

In 1892, upon the completion of his studies, Mr. Woodbury, who was then eighteen years old, entered the employ of John C. Paige & Company, insurance agents, Boston. It is interesting to note that the first order which he received was from a member of the leather trade. While with John C. Paige & Company he held the positions of counter clerk and inspector. He subsequently became a special agent for Field & Cowles, another leading Boston insurance firm.

During his connection with the above mentioned concerns Mr. Woodbury acquired a thorough knowledge of the insurance business and also formed a wide acquaintance among the principal mercantile houses of

Boston and vicinity. Consequently, when he decided to engage in the insurance business for himself, he was not only well equipped for the undertaking, but assured of a sufficient following to make the enterprise a success.

Mr. Woodbury's offices are located at 40 Kilby Street, Boston. While he handles every kind of insurance, he has made a specialty of writing policies for the various branches of the shoe and leather industry, and it is said that about sixty per cent. of the insurance carried by Boston shoe and leather concerns is placed through his firm, C. P. Woodbury & Company.

Mr. Woodbury is a member of the Boston City Club, American Cotton Waste Exchange, Boston Chamber of Commerce and Boston Board of Fire Underwriters. He is a thirty-second degree Mason and is past master of John T. Heard Lodge, A. F. & A. M., of Ipswich.

Collins, Alexander M., founder of the A. M. Collins Company, wholesale dealers in boots and shoes, 132 Lincoln Street, Boston, was born in Odessa, Russia, April 17, 1879. At the age of twelve he came to America and settled in Pittsburgh, Pa. As a boy he helped support himself by selling newspapers. His education was acquired at night school, which he attended until he was seventeen years old. He entered the Pittsburgh Dental College, but left at the end of one year without completing the course.

Mr. Collins began his business career by selling frames for the Chicago Picture Frame Company. In 1900 he married Miss Minnie I. Broude, a daughter of Joseph Broude, the owner of the company, and at about the same time established the wholesale jewelry firm of Goldman & Collins. Five years later he sold his interest to Mr. Goldman and entered the shoe business as a member of the Fushan-Zeman Shoe Company of Pittsburgh. Upon the death of Mr.

Fushan the name of the concern was changed to the Zeman-Collins Shoe Company. In 1912 the company decided to open a store in Boston, and Mr. Collins moved to that city. A year later he disposed of his share in the business to Mr. Zeman. He was associated with Samuel Cohen for one year thereafter. Mr. Collins then started in the wholesale boot and shoe line for himself under the name of the A. M. Collins Company at 145 Kingston Street, Boston. In little less than a year he moved to his present store at 132 Lincoln Street. Mr. Collins is a member of Shawmut Lodge of Masons, Aleppo Temple, Mystic Shriners, and Boston Lodge of Elks.

He has two children, Julius M. and Evelyn Jeanette. Mr. Collins resides in Brookline, Mass.

Young, Frederick E., president and treasurer of Coes & Young, retail shoe dealers, Boston, and president of the Daniel Green Felt Shoe Company, the largest concern of its kind in the world, was born in Worcester, Mass., July 30, 1874, the son of Charles E. and Frances E. (Robbins) Young. His father was at one time superintendent of the penitentiary at Trenton, N. J.

Frederick E. Young was educated in the public schools of Worcester, which he attended until he was twelve years old. After leaving school he worked at several minor occupations, and in 1890 became stock boy for H. E. Smith, of Worcester. About three years later he entered the employ of J. K. Brown, also of Worcester.

In 1895 he moved to Boston and was employed by the firm of Turner & Brown as a salesman in the Guy Lamkin's wholesale shoe store. In the spring of 1898 he accepted a position with Coes & Stodder, retail shoe dealers, Boston, with whom he stayed until February, 1902.

Upon the dissolution of the firm of Coes & Stodder, which occurred about this time, Mr. Young and Mr. Coes

formed a new partnership under the name Coes & Young and opened a retail shoe store at 20 School Street, Boston. Mr. Coes died on the 30th of the following May, and since then Mr. Young has conducted the business alone. The company was incorporated in 1908, with Mr. Young as president and treasurer. On January 1, 1918, he was also elected president of the Daniel Green Felt Shoe Company.

The two companies of which Mr. Young is now the executive head both occupy unique positions in their respective fields. A short description of each will, therefore, not be out of place in his biography.

Coes & Young are admittedly the leading house of the kind in Boston, and they probably have few peers in the whole United States. They handle nothing but the highest grade shoes for men, and enjoy the patronage of the most exclusive trade. The salesrooms at 20 School Street, where the business has been carried on ever since its establishment, are admirably equipped and beautifully furnished. A feature of the store worth noting is the magnificent front, with its two large show windows, in which are displayed the finest examples of the modern shoemaking art.

The Daniel Green Felt Shoe Company is, as we have said, the largest concern of its kind in the world. Founded in the early eighties, in Dolgeville, N. Y., by Daniel Green, a young shoe salesman, it has grown from very modest proportions into a great industrial institution, a monument to American enterprise and initiative. Today millions of pairs of its product, valued at approximately \$4,000,000, are sold annually. The words "Daniel Green" and "comfort" are now synonymous in the shoe trade. Three large factories, giving employment to 1,500 operatives, are required to meet the demands which come from all parts of the globe for the company's goods. Factories No. 1 and No. 2 are located at Dolgeville, N. Y.,

and factory No. 3 at Worcester, Mass. The executive offices are at 100 Summer Street, Boston, where a clerical force of sixty-one persons is employed.

Mr. Young is highly esteemed by the members of the various branches of the shoe business. As chairman of a committee of the American Felt Shoe Manufacturers' Association, he represented that body in Washington in August, 1918, when the question of placing the industry in the essential class came up for consideration. The ability which he displayed in handling this difficult matter won for him the plaudits of all his associates.

On June 1, 1900, Mr. Young was married to Miss Mabelle Armstrong, of Medford, Mass.

Douglas, William Lewis, ex-governor of Massachusetts, and founder of the W. L. Douglas Shoe Company, was born in Plymouth, Mass., August 22, 1845, the son of William and Mary C. (Vaughan) Douglas. When he was five years old he lost his father by death. He was educated at brief irregular periods in the public schools of Massachusetts. At the age of seven he went to work for an uncle, who set him to pegging shoes, and except for a short return to his mother when he was eleven years old, he worked for his uncle eight years. He worked in a cotton mill at Plymouth at fifteen, and later in a factory at Chiltonville, Mass.

Mr. Douglas afterwards went to Hopkinton and South Braintree, Mass., where he learned boot-making. He worked as journeyman and foreman at Brockton until 1876, when he commenced for himself with a small shop. From this modest beginning he has built up a business with a capacity of at least 20,000 pairs of shoes daily. In addition to his factories, he owns eighty-five retail stores in the large cities.

In politics he is affiliated with the Democratic party. He was a member of the Massachusetts House of

Representatives in 1884 and 1885, and of the Senate in 1887. In 1890 he was mayor of Brockton. He was governor of Massachusetts in 1905. He was delegate to the Democratic national conventions in 1884, 1892 and 1896, and served as delegate-at-large in 1904. In 1905, when he was governor, he received the degree of L.L.D. from Tufts College.

Mr. Douglas resided in Brockton for many years, but in 1918 removed to Brookline, Mass.

He has one daughter, Mrs. Charles F. Richmond, of Brookline, whose husband was, up to the time of his death, vice-president of the W. L. Douglas Shoe Company.

Leeson, Hon. Joseph R., president of the Universal Winding Company, was born July 8, 1844. In the Spring of 1870 Mr. Leeson established himself in Boston in the manufacture and sale of linen threads under the firm name of J. R. Leeson & Co. At this date the introduction of the McKay sewing machine had practically revolutionized the methods of large factories with many improved forms of machines operated by power for increasing output and improving quality of workmanship. The improvements in the manufacture of thread, however, had not kept pace with the machine improvements and the factories were still using threads containing many knots, which resulted in defective seams and breakage of needles. Mr. Leeson introduced the use of spliced threads, tying the different strands at intervals, maintaining the strength of the thread and producing uniform work. This method has now become general among all thread manufacturers.

Recognizing that the tapered waxed ends as made by hand were costly and lacking in uniform strength he introduced a patented, ready-twisted and tapered waxed

end of uniform length and twist to be used in hand sewing of heavy seams.

As various improvements in sewing threads were brought forward Mr. Leeson took the initiative in testing and applying to these machines the thread best adapted to produce uniformly excellent results. His efforts towards improvements had the effect of raising the quality of thread used in shoe manufacture.

Meanwhile, the putting up of thread for the market had not kept pace with the improvement in quality of the thread, and the inadequate ball winding machines were still in general use. To harmonize these conditions Mr. Leeson secured the services of a well-known inventor who evolved the principle of winding now (1918) known as "Universal," and invented machines embodying this principle of winding. Fundamental patents on the methods and machines were taken out in 1893 and Mr. Leeson formed a corporation known as the "Universal Winding Company" which developed the business of scientific winding. The demand of the textile industry for machines for accuracy in winding has increased to such extent that at this date the Universal Winding Company is supplying machines to every centre in the world.

In addition to his evident success as a manufacturer, Mr. Leeson has been active in public affairs. In public life he was a member of the Governor's Council in 1893 and 1894, declining further service. He served as Director on the Fitchburg Railroad Board, representing the interests of the State of Massachusetts until the interest of the state was sold to the Boston & Maine Railroad. In 1895 he served as a member of the State Board on Docks and Terminal Facilities, making personal inspection of the chief commercial ports of Europe and embodying in a report recommendations including construction

of the Commonwealth Dock at South Boston, dredging a new channel by way of Broad Sound, and other improvements, since acted upon.

Mr. Leeson is an active member of the Chamber of Commerce, President of the Merchants' Association, and has served as vice-president of the New England Shoe and Leather Association. He was for nearly twenty years president of the Newton Hospital and trustee of the Newton Free Library.

In 1874 Mr. Leeson married the only daughter of General Harriman, ex-governor of New Hampshire. Mrs. Leeson passed away in 1887. His son, Robert A. Leeson, was graduated from Harvard in the class of 1899, subsequently studying at the factory of the Universal Winding Company the practical mechanical operation of winding machine construction, after which he assumed the office of treasurer of the Universal Winding Company, which position he now holds.

Winslow, Sidney Wilmot, Jr., vice-president and director of the United Shoe Machinery Corporation, was born in Salem, Mass., June 24, 1880, the son of Sidney Wilmot and Georgiana (Buxton) Winslow. He was educated in the Noble & Greenough School, Hopkinson School, and at Harvard College, from which he graduated with the class of 1905.

His business career commenced in September, 1905. At that date he associated himself with the United Shoe Machinery Company, of which his father was then president. Young Mr. Winslow subsequently became a director of the corporation and in 1917 was elected vice-president, both of which offices he now holds.

Mr. Winslow is also a director of the First National Bank of Boston, the United States Smelting, Refining & Mining Company, the Beverly Gas

& Electric Company, and the Salem Gas Company.

On June 1, 1904, he was married to Miss Alice Bulkeley, daughter of the Reverend Benjamin R. Bulkeley of Beverly, Mass. They have four children, namely, Sidney Wilmot Winslow, 3rd, Alice M. Winslow, Miriam Winslow, and Bulkeley Winslow.

Odell, William Herrick Lovett, vice-president of Besse, Osborn & Odell, Inc., was born in Beverly, Mass., September 5, 1863. Both his parents were also natives of Beverly. His father, Charles H. Odell, born April 11, 1829, was a deep-sea captain for many years, retiring when about forty. He subsequently became collector for the Port of Salem, postmaster at Beverly, and in 1896 mayor of Beverly. William's mother, Nancy Foster Odell, born November 8, 1833, was a daughter of William Herrick and Anna (Foster) Lovett.

William Herrick Lovett Odell received his education in Beverly, attending first Miss Ellinwood's private school and then the public schools. He graduated from the Beverly High School in June, 1879. As a member of the High School Battalion he had become deeply interested in military affairs, and consequently he was ambitious to enter West Point, but was rejected because of defective eyesight.

After leaving school he began work as a cutter of sheepskin shoe trimmings in the factory of Seth Norwood & Company. He went from there into the sheepskin tannery of Charles Butler in order to learn the business. About two years later he joined Rhodes & Hutchinson, Lynn, as a salesman, and from there went to Charles Tigh, Boston. All this was before he was twenty-one years of age.

He next took a position as salesman with Safford & Sargent, where he received much valuable informa-

tion about the sheepskin business from Edward Jacobs, who had charge of that department. After about two years with this firm, Mr. Odell associated himself with Flanders & Martin, which upon the death of Mr. Flanders became L. E. Martin. He has been connected with this concern, through various changes, to the present time.

L. E. Martin merged his business with that of H. B. Endicott & Company, where Mr. Odell received the best training of his life. After Mr. Endicott retired, the concern became Bullivant, Brown & Fiske. Mr. Odell took charge of the Western business and under the able leadership of Mr. Bullivant made rapid advancement.

Upon the division of this firm he became associated with two of them under the name of Brown & Fiske. They took the sheepskin business of the old firm and also that of W. D. Byron & Sons. Mr. Odell had charge of the Western business in all branches until the retirement of E. W. Fiske. By his advice and with his assistance, he succeeded in forming the concern of Besse, Osborn & Odell, Inc., in January, 1906. He has been vice-president of the corporation and general manager of the store in Boston and the selling end ever since.

Besse, Osborn & Odell, Inc., have two tanneries. One is at Clinton, Maine, and is owned and operated by F. L. Besse, who also has charge of the pickled stock. The other tannery is owned and operated by J. E. Osborn, who is treasurer of the company. They also purchase large quantities of pickled sheep and lambs, which are tanned by contract in other plants in Bucksport, Maine, and Peabody, Mass. They manufacture sheep and lamb skins for all purposes and have developed a large representative business.

The corporation is a close one,

consisting of only the three men mentioned, and has always been a happy family without discord, which has unquestionably much to do with the remarkable success that has been attained.

All his life Mr. Odell has been interested in Masonic institutions. He has been head of Robert Lash Lodge, A. F. and A. M., Chelsea, Naphtali Council, R. and S. Masters, Chelsea, and St. Bernard Commandery, K. T., Boston. In 1915, 1916 and 1917 he was M. I. Grand Master, and is at this time Grand Treasurer of the Grand Council, Royal and Select Masters. He is M. P. Grand Master of Ceremonies, General Grand Council of the United States of America. He was District Deputy Grand Master of Grand Lodge, A. F. and A. M., in 1905-1906, and Deputy Grand Master in 1907. At present he is a member of the executive board of Masonic Relief, which has charge of the conducting of the Masonic Home at Charlton, Mass., and general dispensation of all Masonic charities. He is also a member of William Sutton Lodge of Perfection, Salem; Giles F. Yates Council, Princes of Jerusalem, Boston; Mount Olivet Chapter, Rose Croix, Boston, in which he is an active officer; Massachusetts Consistory, Boston; and Aleppo Temple, Mystic Shrine. In September, 1918, he was nominated for the 33rd Degree in Boston.

Mr. Odell became a member of the Ancient and Honorable Artillery Company in 1899, and was made sergeant of artillery in 1907. At the annual election in June, 1918, he was chosen commanding officer and received his commission as captain from the Governor of Massachusetts.

Mr. Odell is president of the Boston Boot and Shoe Club, a member of the New England Shoe and Leather Association, Sons of the American Revolution, Society of Colonial Wars, Boston City Club,

C. P. Woodbury

OSCAR W. WHITCHER.

Boston Athletic Association, Boston Art Club, Vesper Country Club, Point Shirley Club, and Old Colony Club.

He is a member of the Pilgrim Congregational Church and its standing committee, and is earnestly interested in its welfare.

On March 21, 1903, he was married, in Chelsea, Mass., to Miss Carolyn Beals, daughter of Horatio Munson and Jane (White) Beals.

Allen, Frank G., president of the Winslow Brothers & Smith Company, tanners, Norwood, Mass., was born in Lynn, Mass., October 6, 1874, the son of Frank M. and Abbie L. (Gilman) Allen. He was educated in the grammar and high schools of Lynn.

After leaving school Mr. Allen entered the leather house of Black & Newhall, Boston, and remained with that firm for eight months. From there he went to Lyman Smith Sons' Company, tanners, Norwood, Mass., where he was employed two years and a half. The following year he spent with the J. W. Kenyon Company.

Mr. Allen next became connected with Winslow Brothers, tanners of sheepskins, Norwood. This concern subsequently bought out Lyman Smith Sons' Company, the firm name being changed to Winslow Brothers & Smith Company. In 1911 Mr. Allen was elected president of the company, which office he still holds.

Mr. Allen is also president of the Morrill Leather Company, vice-president of the Eastern Leather Company, and president of Winslow & Company, wool dealers.

From 1911 to 1914 he was assessor for the town of Norwood and was chairman of the board from 1912 to 1914. He served as chairman of the board of selectmen in 1915, 1916 and 1917. In 1917 and 1918 he was elected representative

from the Eighth Norfolk District to the state legislature.

Mr. Allen is a member of the Boston Chamber of Commerce, the Brae Burn Country Club, and the Essex Country Club.

He was married some years ago to Miss Clara Winslow of Norwood, Mass.

Whitcher, Oscar Warren, an old-time leather and findings dealer of Boston, was born in Quincy, Mass., October 27, 1851, and received his education in the public schools there.

In 1865 he entered the employ of Phinney & Phillips, who were then located on Kilby Street, remaining with them until 1873, when with William F. Swan they formed the firm of Swan & Whitcher, where he continued until 1874. He then purchased an interest in the old firm, the name of which was changed to James P. Phinney & Co., located at No. 151 Summer Street. After he had been there for a short time his health gave out and he retired from business.

About a year after he entered the firm of Lemuel Baxter & Co., on Union Street.

Later on he was connected with O. W. Whitcher & Co. on South Street, and on April 1, 1883, with J. Henry Emery and his brother, F. W. Whitcher, assisted in organizing the firm of Whitcher & Emery, located at No. 4 High Street.

In 1893, again on account of ill health, he permanently retired from business and on advice of his physician moved South to a warmer climate, settling in Bridgeport, Ala., where he had large interests.

He was mayor of that city in 1902, and re-elected twice. He had also served as alderman and on the City Council several years, being a member of both of those boards at the time of his death.

He was a man of sterling character and integrity, and highly esteemed by the residents of that city. He

was a member of the Episcopal Church.

By his first wife, Fannie Campbell Chapman, Milton, Mass., he had five children, of whom four are living, Oscar D. Whitcher, Boston, Mass.; Sherwood W. Whitcher, Tulare, California; Mabel E. Whitcher, Boston, Mass.; Franklin B. Whitcher, Piercetown, Ala.; and by his second wife, Marion S. Piper, formerly of Hyde Park, Mass., three children, William W. Whitcher, Alice T. Whitcher, Eleanor F. Whitcher, all of Bridgeport, Ala.

Oscar Warren Whitcher died at Bridgeport, Ala., March 6, 1915, being survived by his wife, seven children, and his brother, Frank W. Whitcher, of Boston.

Jacobsen, Rudolph Charles, president of the Jacobsen Publishing Company, Chicago, publishers of "Hide and Leather," was born in England in 1860. Among the foremost trade journals in the shoe and leather field "Hide and Leather" stands in the front ranks. This valuable and interesting trade journal was established in Chicago twenty-eight years ago by Mr. Jacobsen, who came to America in 1882, following several years' practical experience in tanneries in England. His extensive knowledge of the tanning trade served as a solid foundation for the development of one of the leading shoe and leather trade papers in this country.

Mr. Jacobsen is considered one of the best authorities and leading editorial writers in American shoe and leather trade journalism. His interesting trade reviews are read all over the world by leading manufacturers of shoes, leather, leather goods, shoe and leather machinery and supplies. The weekly circulation of "Hide and Leather" today is over 5,500 copies according to an audit of the Audit Bureau of Circulations, the best au-

thority in America on trade papers.

The Jacobsen Publishing Company, of which Mr. Jacobsen is president, also publish the Chicago Daily Hide and Tallow Bulletin, the Chicago Semi-Weekly and Tri-Weekly Shoe and Leather Bulletin and the Boston Semi-Weekly Shoe and Leather Bulletin. They were the first to inaugurate the Bulletin service in Chicago and in Boston. "Hide and Leather," by the way, is the only shoe and leather trade journal published in the West and is the "home paper" of that large, wealthy and growing industrial field. Mr. Jacobsen's idea from the start was to furnish the trade with a real live newspaper, second to none in its news and market reports.

R. C. Jacobsen was the founder and originator of the International Shoe and Leather Market Fairs in America, and has held eight successful expositions of shoes, leather, machinery and supplies since the first Fair in Chicago in 1906. Four were held in Chicago and four in Boston.

Bennett, William D., vice-president of Jacobsen Publishing Company, came to Boston as New England manager of "Hide and Leather" in 1908, after several years' connection with their Chicago office, during which time he traveled extensively through the South and West. Since coming to Boston Mr. Bennett has covered the Eastern trade thoroughly, also visiting Canada at frequent intervals. In 1913 Mr. Bennett spent six months abroad visiting the shoe and leather trade and in 1915-1916 went abroad again, visiting England, France and Holland in the interest of "Hide and Leather." It is said that no shoe and leather trade paper representative of the day has such an extensive acquaintance among foreign buyers, also in Canada and at home, as that enjoyed by Mr. Bennett.

JOHN B. PILLING

FRANK T. JOHANSON

Johanson, Frank Theodore, manager of the Eagle Shoe Manufacturing Company, Everett, Mass., was born in Sweden August 15, 1871. His father was a farmer and contractor. Both his parents were remarkable for longevity. His father was eighty-four years old when he died, in 1916. His mother, who is still living, is eighty-three.

Mr. Johanson was educated in the public schools of Sweden. After he was through school he worked with his father until he was nineteen years old, when he came to the United States. His parents also came to this country.

After a couple of years at different occupations Mr. Johanson took up the shoe business. In 1896 he went to Lynn and started business with three other men under the name of the Morning Star Shoe Company, making misses' and children's shoes. He stayed with that firm until the output was nearly 1,500 pairs daily and the sales about half a million dollars annually. In June, 1902, he sold out his interest and organized a new firm under the name of the Eagle Shoe Manufacturing Company, which has made a specialty of boys' and youths' shoes. He has held the position of manager for this concern all these years.

The Eagle Shoe Manufacturing Company was first located on Willow Street, Lynn. Later, the company had a branch factory in Boston for several years. In 1913 a new factory was built in Everett, Mass. The business was then consolidated under one roof. The concern now employs about 225 operatives and turns out over 3,000 pairs of shoes a day, the product being valued at about a million dollars a year.

Mr. Johanson has been financially interested in the Harrison Shoe Company ever since it was started. He is also financially interested in the Everett Trust Company and the Mattapan National Bank. He is a director of the latter institution.

He is a member of the Shoe and Leather Association, the Associated Industries, the Everett Board of Trade and the Swedish-American Chamber of Commerce. He is a member of the Scandinavian Congregational Church of Lynn. He has worked for the welfare and interest of the city, having served on the financial committee of the No-License League for many years. He is also one of the directors of the Cromwell House, Connecticut.

On May 22, 1895, Mr. Johanson was married, at Manchester, N. H., to Hulda E. Nilson. They have four children: George H., born March 20, 1896, who is now in the U. S. Navy; Roy T., born February 19, 1900, who is now in the U. S. Merchant Marine; Aina S., born April 11, 1905, and Helmar C., born July 19, 1909.

Pilling, John B., president and treasurer of the John B. Pilling Company, Lowell, Mass., one of the leading shoe manufacturing concerns of New England, was born at Salem, N. H., February 16, 1863, the son of John and Eliza E. (Pettengell) Pilling. His father, born in England in 1838, came to America in 1857, learned the shoe-making trade at Salem, N. H., and in 1867 began manufacturing shoes on his own account in the old White Building on Washington Street, Haverhill, Mass.

John B. Pilling was educated in the common schools of Haverhill. In 1879, after leaving school, he went to work for his father, who by that time had built up a large and flourishing business, which he was then carrying on in a new brick factory erected expressly for his own use. This building was destroyed by fire on February 19, 1882, but the Pillings immediately rebuilt the structure and forty days later were again manufacturing shoes.

In 1888 the business was removed to Lowell and incorporated under the laws of Massachusetts as the John Pilling Shoe Company, with John Pill-

ing as president, treasurer and director. At the same time his two sons, John B. and Fred A. Pilling, were also elected members of the board of directors. John Pilling died July 8, 1903, and John B. Pilling thereupon succeeded him as president and treasurer of the corporation. He has served in that capacity ever since.

The John Pilling Shoe Company manufactures boys', youths', men's, misses', children's and women's shoes. The amount of business is a million and a quarter dollars annually. The factory is located on Broadway, Lowell, and is equipped with 300 machines of the latest pattern, giving employment to 500 operatives. A branch office is maintained in the Albany Building, Boston.

Mr. Pilling is a member of the Masonic fraternity and of the Benevolent Order of Elks.

On November 6, 1888, he was married to Delia I. Kelley. They have one daughter, Ruth, who was born September 3, 1894.

Rumpf, William August, a prominent hide and skin merchant of Boston, was born at Livingston, N. J., December 27, 1854. Both his parents were natives of Germany. His father, Frederick John Daniel Rumpf, was born in Berlin, Prussia, studied agriculture and became manager of the estate of Warbende belonging to the Grand Duke of Mecklenburg and leased to the father of his future wife. Her name was Sophia Maria Wilhelmina Runge, and she was born in New Brandenburg, Mecklenburg-Strelitz. She assisted in the management of the large estate of Warbende. They emigrated to the United States in 1850 and settled on a farm at Livingston, N. J., where their son was born. Frederick Rumpf subsequently became the owner of a brewery in Newark, N. J., and eventually went into the insurance and banking business in Newark. He was captain of Company B, 9th Regiment, New Jer-

sey, at the outbreak of the war of secession in 1861.

William August Rumpf lived on the farm at Livingston until his third year and when his father later settled in Newark he of course took up his residence there. In August, 1860, he entered the Green Street Private School, and in September, 1863, the Fourth Ward Public Grammar School. He graduated from there and entered the Newark Academy in October, 1867, graduating from the scientific class in 1870.

He commenced his business life in the office of Frederick J. D. Rumpf, Newark, N. J., in 1870, but in February, 1872, decided to follow the engineering profession. Accordingly he entered the services of Gould & Eberhan, Newark, serving an apprenticeship which terminated in December, 1877. He then entered Cornell University and left that institution in his sophomore year to join the engineering firm of A. & F. Brown, New York City.

Mr. Rumpf worked with A. & F. Brown in a general engineering way, first as outside man superintending erection and later in the drafting room. From there he went with the American Writing Machine Company as foreman of one of the departments in turning out parts of the American Calligraph. Afterwards he returned to the employ of A. & F. Brown, with whom he then remained for four years.

In 1888 he entered the employ of E. L. C. Schultz, New York, who was interested in the leather business and was the foreign agent for the Vaughan Machine Company for the export of their tanning machinery. E. L. C. Schultz also represented Best & Company in Madras, India, in India tanned hides and kips. On the retirement of Mr. Schultz,—who had removed from New York to Boston,—on account of ill health, Mr. Rumpf took over the leather business of that firm in September, 1896.

Mr. Rumpf followed out the hide

and skin business as correspondent for the firms of Bartenbach of Marseilles, Heine & Fleischmann of Hamburg and Altona, Nathan Mayer of Frankfurt-am-Main, Louis Cerf of Paris, France, Louis Salm of Kassan, Russia, Reuter, Broeckelmann & Company of Tien Tsin, Shanghai and Canton, China, Herbert J. Solomon of Sydney, Australia, the Oriental Skin Company of Constantinople, Turkey, and Hartstein Brothers of Reichenberg, Bohemia. In 1909 he established a business of his own in Russia, in the city of Riga, and in 1912 a branch at Petropavlovsk, Akmol, Siberia. He is now representing Alberto Piejo of Buenos Aires, Argentine, the Produce Trading Company of Port Elizabeth, South Africa, and Juan Pepino of Barcelona, Spain.

On September 12, 1881, Mr. Rumpf was married, in Brooklyn, N. Y., to Mary Elizabeth Jacob, daughter of Philip and Caroline Jacob.

Beckman, August, superintendent of the Eagle Shoe Manufacturing Company, Everett, Mass., was born in Sweden, January 7, 1865. He was educated in the public schools of Sweden and later came to the United States.

In 1896 Mr. Beckman went to Lynn and started in business with three other men under the name of the Morning Star Shoe Company, making misses' and children's shoes. He stayed with that firm until the output was nearly 1,500 pairs daily and the sales about half a million dollars annually. In June, 1902, he disposed of his interest and then organized a new firm under the name of the Eagle Shoe Manufacturing Company. He has held the position of superintendent of this concern all these years.

The Eagle Shoe Manufacturing Company was first located on Willow Street, Lynn. Later, a branch factory was maintained in Boston. In 1913 a new factory was erected in Everett, Mass., and the business was then con-

solidated under one roof. The company makes a specialty of boys' and youths' footwear, employing about 225 operatives and producing over 3,000 pairs of shoes daily.

Mr. Beckman has also been financially interested in the Harrison Shoe Company since it was established.

He is a member of the Shoe and Leather Association, the Everett Board of Trade and the Swedish-American Chamber of Commerce.

Donovan Brothers. Prominent among the concerns which during the last decade have been instrumental in maintaining the pre-eminence of New England as a leather centre stands the firm of Donovan Brothers, 46 South Street, Boston, which was founded July 1, 1907. Twelve years is a brief period in which to begin business and rise almost to the top among all competitors. Although prosperous enterprises in the modern industrial world are expected to grow — and grow rapidly — yet so unusual and so interesting in this respect is the record of the firm of Donovan Brothers that the history of the leather industry would hardly be complete without at least a brief account of the company's development and present position.

The organizers of this highly successful firm were James L. Donovan and Charles A. Donovan, Francis C. Donovan being admitted to partnership on January 1, 1917. Messrs. James L. and Charles A. Donovan had entered the leather business as boys and gradually worked through the different stages of employment until James L. Donovan had become a partner in the firm of Thomas F. Boyle & Company and Charles A. Donovan had become leading salesman for Leviser & Conway.

The business as originally started consisted of the representation of Mitchell & Peirson, tanners of fine chrome black glazed kid, and gradually developed until at the present time the firm of Donovan Brothers does a

yearly volume of business amounting to several millions of dollars and are interested in the production of calfskins in all finishes, specializing on mat calf and dull calf under the name of "Navonod Leather"; also glazed kid in black and colors and side leathers in the various finishes, including the Eastern representation of the Seton Leather Company of Newark, N. J.

One of the most distinguishing features of this business at the present time is the fact that there are six brothers engaged in the same business, all working together and performing various duties assigned to them in combining to make one of the most effective organizations in the entire leather trade of the country.

Year by year the prosperity and growth of the firm have been eloquently told in its constantly increasing list of customers. Business of the most substantial character has been attracted by the integrity and ability of its members as well as by the facilities and treatment accorded all patrons.

Wit, Ignatz, founder and president of the Traveler Shoe Company, Boston, and one of the most prominent members of the shoe trade of New England, was born in Poland, May 5, 1860. He received his education in his native country and afterwards lived in Germany and engaged in business there. He subsequently came to America and took up his residence in Texas. In 1888 he moved to Boston, which has been his home ever since.

Soon after reaching Boston Mr. Wit was introduced to Fred Winch, of Winch Brothers, the well-known wholesale shoe house. As a result of the interview which he then had with Mr. Winch, Mr. Wit decided to engage in the boot and shoe business himself. Accordingly he opened a shoe store in South Boston (as a feeler as he remarked), and in a very short time built up a thriving trade. It was not long before he could see

still better chances if in the real retail shoe district, and he therefore moved from South Boston to 152 Court Street. In his new location he began to handle higher grades of goods manufactured by L. C. Bliss and others and he eventually became one of Mr. Bliss's best customers.

In March, 1894, Mr. Wit first placed on the market his now famous Traveler Shoe. It was then a specialty one-priced shoe, made with a Goodyear welt, selling at \$2.50. It proved an immediate success, as it was recognized as the best shoe procurable at that time for the price at which it was sold. Mr. Wit started selling the Traveler Shoe in half a store on Washington Street, opposite the Old South Church. He remained there for five years and then removed to 599 Washington Street, which is still one of his many places of business.

In 1911 Mr. Wit incorporated the business under the name of the Traveler Shoe Company, with a capital of \$75,000. Mr. Wit is president of the company. The other officers are: Samuel Wit, treasurer; Max Wit, vice-president and manager; and Manuel Wit, secretary and road manager. The company handles medium and high-grade boots and shoes, transacting a business in his chain of Traveler Shoe stores amounting to \$1,500,000 annually.

The headquarters and offices of the Traveler Shoe Company are in the Wit Building located at 287 Atlantic Avenue, Boston. There are two Traveler Stores in Boston, four in New York, two in Springfield and two in Providence. Among the other leading cities which have Traveler Shoe Stores are Lawrence, Lowell, Lynn, New Bedford, Salem, Worcester, Portland, Manchester, New Haven, Bridgeport, Troy, Schenectady, Newark and Paterson.

All Traveler Shoes have the trademark of the company stamped on the soles. None is genuine without it.

Mr. Wit is interested in a number

IGNATZ WIT

AUGUST BECKMAN

of other business enterprises. He is director in several institutions.

He is affiliated with the Masonic fraternity, and for twenty years has been a member of the board of directors for the Jewish Societies.

In 1882 Mr. Wit was married in Germany. His family consists of three daughters and four sons. The sons have entered in their father's growing business, as they finished their education, all combined and eager for upbuilding.

The company is soon to celebrate their twenty-fifth anniversary.

Haynes, Tilly, for many years proprietor of the United States Hotel, which is situated in the heart of the shoe and leather district of Boston, and has always been a favorite resort for members of the trade, was born at Sudbury, Mass., February 13, 1826, the son of Lyman and Caroline (Hunt) Haynes. When he was two years old the family moved to Billerica, Mass.; and there he received his education in the public schools. He first went to work at the age of fourteen, in a country store at North Reading. Three years later he became a clerk in Josiah Crosby's store in Lawrence. When he was twenty-one he opened a store of his own in Springfield, an enterprise which proved highly successful. He subsequently engaged in manufacturing, eventually acquiring an interest in several important mills and factories.

In 1857 Mr. Haynes built a music hall and theatre in Springfield. This building was destroyed by a great fire which visited the city in 1864. He replaced it by a larger music hall and the Haynes Hotel, resuming business within a year after the conflagration. In 1876 he temporarily retired from business and spent some time in travel.

During his residence in Springfield Mr. Haynes became prominent in local affairs and state politics.

He served in the first city government of Springfield, which commenced its functions in 1854. He was a member of the lower house of the General Court four terms (1867-70); a state senator four terms (1875-78); and a member of the executive council two terms (1878-79). In 1890 he was appointed by Governor Ames a member of the Metropolitan Sewerage Commission.

Mr. Haynes began his prosperous career as a Boston hotel manager in 1880, when he took possession of the United States Hotel. Under his management the value of the property was soon considerably enhanced and the house was early enlarged. Mr. Haynes always adhered to the three cardinal principles of good hotel-keeping,—a clean, respectable house, an excellent table and service, and reasonable charges. His popularity increased with his years, especially among the members of the shoe and leather trade, the majority of whom made his hotel their headquarters when visiting Boston.

Mr. Haynes died in 1901. He willed his interest in the hotel to Mrs. Adeline H. Hickey, who had been associated with him in the business for many years. Her husband, James G. Hickey, is now the manager.

Mr. Hickey, since taking charge of the United States Hotel, has expended over \$100,000 in improvements. It is equipped with all the conveniences which characterize modern first-class hotels in the leading cities of the world.

The United States Hotel is on Beach Street, only two blocks from the South Terminal Station. It is situated, as we have said, in the very heart of the shoe and leather district of Boston, and is largely patronized by members of the shoe and leather industry. For their convenience, the management provides several large rooms in which samples of boots and shoes may be exhibited.

The United States Hotel remains

a great monument to Mr. Haynes' ability and integrity; and his motto, "Excellence without extravagance," is still the watchword of the management.

Binger, Robert Edward, prominent New York tanner and member of the New Castle Leather Company, was born in New York City, November 20, 1882, the son of Gustavus Binger, a leather merchant, and Frances Binger. He received his early education and prepared for college at a private school in New York, which he attended until 1898. He then entered Harvard University, graduating with the degree of A. B. in the class of 1903.

Mr. Binger commenced his active work of life with the New Castle Leather Company in 1902. He was employed at the factory in Wilmington, Delaware, until 1904, at which date he went to New York as secretary of the company. It was then a corporation, but in 1905 the business was changed into a partnership, and in 1906 Mr. Binger became a partner. The headquarters of the concern were moved to Boston in the course of that year, but were moved back to New York in 1910.

The New Castle Leather Company manufactures glazed kid in all varieties. The tanneries are in Wilmington, Delaware, where about 1,000 hands are employed. In addition to the principal office in New York City, the company maintains branches in Boston and Chicago, and also in Montreal, Canada; Copenhagen, Denmark; and Buenos Ayres, Argentine Republic.

Mr. Binger is interested in several other important enterprises. He is vice-president and a director of the Merchants & Shippers Insurance Company and a director of Thompson & Binger, Inc.

On April 28, 1913, Mr. Binger was married in New York City to Marjorie L. Loeb. They have one child,

Barbara Ann Binger, who was born on September 1, 1918.

Whittemore, John Q. A., for many years a member of the Whittemore Brothers Corporation of Cambridge, manufacturers of shoe polishes, was born in St. Johnsbury, Vermont, in 1848. His parents removed to North Bridgewater, afterwards Brockton, when he was a child; and as a boy he helped his father in the manufacture of shoe blacking.

At the age of twenty Mr. Whittemore started in business with his brother in a factory on Albany Street, Boston. Afterwards the business was removed to Cambridge. The brothers attained great success in the manufacture of shoe polishes and blackings; and Mr. Whittemore eventually became one of the wealthiest men of Newton, his place of residence.

Mr. Whittemore was a member of the Algonquin, Brae-Burn, Country, Hunnewell, Old Colony and Beverly Yacht clubs, and the Boston Chamber of Commerce.

He was twice married. His first wife, who was Mary Thayer of North Easton, died in 1890, leaving two daughters, Mrs. Walter C. Pessel of Brookline and Mrs. Benson E. Fager of Cleveland. In 1904 he married Charlotte E. Bradford; and one son was born of this marriage, Bradford Adams Whittemore.

Mr. Whittemore died in Newton April 6, 1919, being survived by his widow and his three children.

Proctor, Thomas Emerson, of Boston, for many years a prominent figure in the leather industry, and one of the organizers of the United States Leather Company, was born in South Danvers (now Peabody), Mass., August 29, 1834. He was the son of Abel and Lydia (Porter) Proctor, both of early New England ancestry. His father was a tanner

and leather merchant. For more than a generation the Proctor tannery was a landmark in the town of Peabody and one of the chief industries of the place.

Mr. Proctor received his early education in the public schools, after which he prepared for college. His father's poor health, however, obliged him to give up his college aspirations—a great disappointment to the young man—and enter his father's office instead. At the age of eighteen he was made a full partner in the concern, which then became Abel Proctor & Son, with offices in Boston and tanneries at South Danvers.

The Civil War, which commenced when Mr. Proctor was twenty-seven years old, created a demand for leather of which he was quick to avail himself. This was in a large measure the foundation of his subsequent fortune. About this time the name of the firm was changed to Thomas E. Proctor.

In 1887 Mr. Proctor organized his affairs into a stock company, which was incorporated under the name of the Thomas E. Proctor Leather Company. This concern was in turn merged into the United States Leather Company (the so-called Leather Trust) in 1893.

Mr. Proctor was the master spirit of the trust, and it was his hand which steadied it through its various crises to a well-established basis. The fact that this great organization was launched successfully in a time of great business depression proved that Mr. Proctor possessed wonderful executive ability as well as remarkable courage and determination.

Mr. Proctor's activities were not confined to the leather business. He was a director of the Eliot National Bank and president of the United Electric Securities Company. He was affiliated with the Democratic party, though not in any sense an aggressive politician. His public

offices were confined to the position of commissioner to the World's Columbian Exposition at Chicago in 1893, an appointment at the hands of President Harrison, and a trusteeship of the Massachusetts General Hospital.

In this last-mentioned institution he displayed great interest, leaving it at his death the generous bequest of \$100,000 with which to erect a building for the care of the insane,—the present McLean Asylum.

Mr. Proctor was married in 1865 to Miss Emily Howe of New York. Four children were born of this marriage: James H., Anne P. (Mrs. Charles G. Rice), Emily W., and Thomas E. Proctor, Jr. His eldest son, James H. Proctor, served in the war against Germany with the rank of major in the United States Army.

Thomas Emerson Proctor died in Boston, December 7, 1894, being survived by his wife and four children. His death was a great loss to the leather industry, to the city in which he lived, and to the state of which he was such an eminent citizen.

Rapp, Walter C., founder and president of the Walter C. Rapp Company of Boston, one of the most prominent figures in the leather trade of New England, and a highly esteemed and public-spirited resident of Brockton, Mass., was born in Leicester, England, in 1857. He is the son of William Rapp, the founder of the Hub Gore Company of Boston. After receiving his education in England he came to America and entered the employ of the R. G. Solomon Company, a leather concern in New York City, where he acquired a thorough knowledge of the leather business and laid the foundation for his future success in that field.

When Mr. Rapp severed his connection with the R. G. Solomon Company he established a leather business of his own in Boston.

Thanks to his ability and integrity, the venture proved a success from the very outset. The concern was subsequently incorporated under the laws of Massachusetts as the Walter C. Rapp Company, with Mr. Rapp as president, and his two sons, Walter C. Rapp, Jr., and John B. Rapp, as vice-president and secretary, respectively. The company does a large business in upper leathers for the domestic and the export trade. The office and sales-rooms are located on South Street, Boston.

Mr. Rapp's other interests are broad and varied. He is vice-president of the Canadian National Gas Company, vice-president of the Brockton Agricultural Society and chairman of the board of trustees of the Medfield State Hospital.

In politics he is affiliated with the Republican party and was formerly secretary of the Republican State Committee. He has held many important public offices. At one time he was a member of the City Council of Brockton and was subsequently elected to the Board of Aldermen. For nine years he served on the Brockton School Committee and was instrumental in introducing numerous improvements in the educational system of the city.

During the war with Germany Mr. Rapp manifested his patriotism in many ways. He was especially prominent in the Liberty Loan drives, sparing neither time nor energy in his efforts to make the sale of bonds a success.

Mr. Rapp is a member of the Masonic fraternity, the Boston City Club and the Shoe Trades Club.

He is married and has five children, two of whom, as has been stated, are associated with him in business. He resides in Brockton.

Mr. Rapp's success in the business world may be attributed to his happy combination of sterling qualities. Persevering and energetic, he

has never permitted himself to be daunted by any obstacle.

Never in his whole career has he deviated from the highest standards of commercial probity. Both as a business man and as a citizen he has placed the conscientious performance of duty before all other considerations. It is to men like him that the leather industry of the country owes its pre-eminence in the industrial world.

Grover, Charles Shreve, long prominent in the shoe manufacturing industry and first president of J. J. Grover's Sons Company of Lynn, was the son of James J. and Sarah (Richardson) Grover, and he was born on June 14, 1850, at Guysborough, N. S. The following year the family moved to Lynn, where Charles resided during most of his life. He was educated in the public schools and graduated from the high school. His mother died in 1868. Afterwards for a time he lived in Poughkeepsie, N. Y., working as a clerk in a retail shoe store. In 1871 he returned to Lynn to work for his father in the shoe manufacturing business, continuing thus until the latter's death in 1883. Subsequently for ten years he managed the business in partnership with Mrs. J. J. Grover. Two younger brothers were admitted to the firm in 1893, and on July 1, 1918, the business was incorporated as J. J. Grover's Sons Company, of which Charles S. Grover became the first president.

As a young man he united with the Washington Street Baptist Church and for many years had served it as deacon. At the time of his death he was a vice-president of the Security Trust Company, a trustee of the Lynn Y. M. C. A. and a member of the board of managers of Lynn Hospital and other philanthropies. In public life he had served as president of the municipal common council for a term or two

ERNEST PEARSE
Tanner
Peabody, Mass.

J. W. VAUGHAN
1832-1891
Founder of Vaughan Machine Company
Peabody, Mass.

in the late eighties, and was active in the erection of the English High School Building.

Charles S. Grover died at his home in Lynn April 4, 1919. He is survived by his widow and his six children.

Pearse, Ernest. An interesting leather factory is that of the Pearse Leather Corporation. It has history, circumstance, and methods different from those of the average factory.

It stands on the corner of Wallis and Walnut streets, by the North River, in Peabody, Mass. On this site Captain Trask built one of the first factories in America. Captain Trask came over with Endicott, governor of the Massachusetts Bay Colony, in 1628. A resourceful man was this Trask. He had to be. He was a new manufacturer in a new country. There were no precedents for him to follow. When he couldn't find a way he made one. Thereby he got along. It was in this spirit, as well as on this site, that the business of the Pearse Leather Corporation was built up.

When Ernest Pearse started in business he made his way himself. He personally made the first samples of his leather. He took them to New York and showed them to buyers. He secured orders. He returned to the factory and directed the making of the first lot of leather according to the orders. This policy of personal attention was the foundation of Mr. Pearse's business. It continues so today. Mr. Pearse personally attend to the details of making and selling his leather. It takes time and effort, and patience, too. But, as is often remarked—"If you wish a thing done right, then do it yourself." And getting things done right is the first rule in the factory of the Pearse Leather Corporation.

The good luck that attends every man led Mr. Pearse to East Aurora, N. Y., in the early days of his leather

business. There he met Elbert Hubbard, the extraordinary observer and critic of men and things. They talked together about leather. Hubbard is famous for his books, for both the contents and the bindings. Hubbard gave Mr. Pearse orders for artcraft leather, for binding books. They talked, too, of methods of industry, and of the industrial and social order in general. Mr. Pearse had from Hubbard some valuable information, as well as orders for bookbinding leather. He built up a considerable business in bookbinding leather. He made leather for the binding of Bibles, dictionaries, and encyclopedias and other standard books. He endeavored to make each skin a little better than ever it was made before. A leopard cannot change his spots. But the grain of many a skin, of a lamb, sheep, or goat was changed and improved through the efforts of Mr. Pearse.

In 1916, Mr. Ernest Pearse formed the Pearse Leather Corporation, with a capital of \$10,000, himself as president and treasurer, his wife, Fanny, and his son, Harry H., as directors. They hold all the stock. The corporation bought the factory on the corner of Wallis and Walnut street, which stands on the site of the early colonial tannery of Captain Trask.

As the leather business increased it became necessary to enlarge the factory. This was no small task. However, Mr. Pearse performed it. He fell back on that precedent of Captain Trask, his predecessor by two hundred years, who made a way when he couldn't find one. He personally planned the changes in his factory, and he personally directed the execution of his plans. When there was no way in sight to enlarge or to improve a department, he made one.

There being no room for enlarging the factory on either one of its four sides, he raised the roof and

built it up into the air. The steam power plant being unsatisfactory, he put in a new system for heating the workrooms and for drying the leather, and electric motors for driving the leather working machinery.

He built bases of concrete for his heavy leather working machines. He and his men did it. They set the bases eight feet deep. They put tons of concrete in each one of them. Each machine has its individual base now. As solid as a rock it rests on it. This reduces the vibration of machines to a minimum. Vibration is bad for a machine, for the factory, and for the leather. Vibration causes "chattering" on the surface of the leather. "Chattering" is something like what happens to the skin of a man's face when he undertakes to shave with an old-fashioned razor in a sleeping car that is rolling over a rough road.

Also, there came up that most exacting problem of production per square foot of floor space. Mr. Pearse tackled it, detail by detail. The consequence is that he gets a surprisingly large production of leather for his factory. His production of leather for each square foot of floor space is much better than in the average factory. Sound economy is this.

Another innovation in leather making, which Mr. Pearse started, is that of reducing the running time of his factory to five days a week, and at the same time improving his leather in quantity and in quality. He observed that best results are had from concentrated effort. That was a pointer Hubbard gave him. So he arranged that his employees should work forty-eight hours in five days of each week, instead of in five and one-half days. This schedule provides employees with five days for the intensive production of leather in the factory, and the two days, Saturday and Sunday, for recreation and rest. It loses them no

working time nor wages. It gains for them more time for personal affairs, and it serves to improve their leather. It increases their efficiency, it lessens the time lost from accidents and sickness, which are large items of waste in the average factory. It secures a better production. There is economy in it all along the line.

All the while, Mr. Pearse gives his personal attention to the details of his business. He personally inspects each piece of leather, in the raw stage, in the process of manufacture, and in the completed product. He supervises the manufacturing in each department. This personal attention to the details of business is exacting. But, if one would have a thing done right, then he must do it himself. It is the personal touch that makes the business successful.

Mr. Pearse makes his home in Danvers. He has a wife and three children. He belongs to several fraternal clubs and societies.

The Pearse Leather Corporation is presently making 150 dozen skins daily of India leather and sheep leather for the shoe and the novelty trade. Lately, its sales of leather to the shoe trade have largely increased. It has plans for the further expansion of its business. Its leather is thoroughly made, is of uniform color, grain and quality, and it is used to excellent advantage by leading manufacturers of shoes and other leather goods, such as book bindings, pocketbooks, jewel cases, fine instrument cases, and other miscellaneous articles.

Slayton Hovey Edward, president and treasurer of the F. M. Hoyt Shoe Company, was born in Manchester, New Hampshire, August 16, 1877, the son of Edward M. and Jennie E. (Hovey) Slayton. His early education was obtained in the public schools of his native city, he

H. E. Clayton

having completed, at the age of seventeen, the grammar and high school courses, after which he entered Phillips Academy of Andover. He left Andover before completing his studies in order to engage in business with his father, who was then head of the E. M. Slayton Co., the largest distributors of dairy products north of Boston, and young Slayton traveled through Kansas, Oklahoma, Nebraska, Minnesota, and other parts of the West, buying produce for the firm. Six years as a buyer, salesman, and assistant manager for his father gave him a valuable business experience, which commended him to Mr. Francis M. Hoyt, then president of the F. M. Hoyt Shoe Company, and, in October, 1902, he went into partnership with Mr. Hoyt. Up to that time the Hoyt company had sold its product exclusively to the wholesalers, but, upon Mr. Slayton's assuming charge of sales, he committed the company to a policy of selling direct to the retail trade, putting twenty salesmen on the road the very first season selling Goodyear welts and McKay shoes. In August, 1903, Mr. Hoyt died and Mr. Slayton was made president and treasurer of the F. M. Hoyt Shoe Company. The business grew steadily. In 1905 the BEACON name was adopted as a trademark for their men's Goodyear welt shoes and especial attention was given to the development of the welt line, the McKay shoes being gradually eliminated from the production. The increase in business from year to year necessitated new factory additions almost annually. Beacon shoes found a ready sale in every state in the Union and a chain of Beacon retail stores was established in 1904. Beacon shoes are now sold in over three thousand towns in the United States and branch distributing houses have been established in Chicago and in Havana, Cuba. At Mr. Hoyt's

death the capital stock of the company amounted to \$125,000, and on September 1, 1919, the capital of the company was represented by \$1,000,000 in preferred stock, \$1,000,000 in common stock, and over \$700,000 surplus. During the world war the Hoyt company had many large contracts, the first of which was one for 300,000 pairs of army shoes for the Russian government, amounting to over \$2,000,000. As soon as the United States entered the war the company began to make army and navy shoes for the government in large quantities, and had one of its factories engaged exclusively in the filling of extensive orders for supplies and equipment for the Ordnance and Quartermaster's departments.

In shoe circles Mr. Slayton has, from the very beginning of his connection with the shoe manufacturing business, been a very prominent figure. He has been a vice-president and director of the National Boot & Shoe Manufacturers Association ever since it was organized. In that association also he was chairman of the credit committee for a great many years and for three years was chairman of the committee on membership. He is a representative of the association in the Allied Council of Shoe & Leather Industries, is a member of the New England Shoe & Leather Association, the New England Shoe Trades Club, and other kindred organizations, and is also active in the councils of the New Hampshire Manufacturers' Association and the National Association of Manufacturers.

In politics Mr. Slayton is a staunch Republican, and, although never an office seeker, he has been at times a recipient of honors at the hands of his party. He was elected a delegate to the National Republican Convention in 1912 and was made chairman of the committee on permanent organization, being the

only New Hampshire member of a Republican national convention who ever received a chairmanship of any one of the five important committees.

He was appointed Federal Fuel Administrator for the state of New Hampshire and held that position throughout the war. He was also chairman of the transportation committee of the New Hampshire Committee on Public Safety, instituted at the outbreak of the war, and is, at the present time, a member of the committee representing New Hampshire on the Roosevelt Memorial Association. He took a very prominent part in New Hampshire's war work activities, being Director of Corporations in several of the Liberty Loan drives, and an enthusiastic and untiring leader in all the war charities.

His public life has been one of active and unreluctant service in every worthy movement. From the pressing demands of the growing business under his direction he has always found time to give unstintingly of his efforts and means in promoting the welfare of his city, state, and nation, and many are they who can give testimony of his benevolence, and of his high public spirit.

Mr. Slayton is a believer in the principle expressed in the Latin phrase, "*Mens sana in corpore sano*," and loses no opportunity to engage in outdoor sports, principally golf. He is a member of several country and city clubs and an honorary member of the Old Guard, New York City's famous military organization.

Mr. Slayton was married June 12, 1900, to Luella Hoyt, daughter of Francis M. Hoyt and Eliza A. Meserve. Two sons and two daughters were born, Hoyt K., November 26, 1901; Hovey E., Jr., November 22, 1902; Virginia, March 22, 1905, and Eleanor, September 28, 1906. The older son, Hoyt, died May 8, 1918;

the youngest daughter, Eleanor, June, 1907. The two surviving children are attending school, Hovey E., Jr., at Middlesex School, Concord, Mass., and Virginia, at Bennett School, Millbrook, N. Y.

Muller, Edward A., (1861-1919), for more than thirty-five years a leather manufacturer at Tannery Street, North Cambridge, Mass., was born in North Cambridge February 15, 1861. His father was a tanner and currier. Edward received his education in the public schools of Cambridge and at the Chauncey Hall School, Boston. After leaving school he entered his father's employ and learned the tanning and currying trade. In 1889 he took over the business in partnership with his brother under the firm name of Muller Brothers. He continued to be actively interested in the affairs of the company until shortly before his death.

Mr. Muller resided in Cambridge until 1907, when he removed to West Somerville. He was for many years an active member of the North Avenue Baptist Church, North Cambridge, and was prominent in fraternal circles, being a member of Charity Lodge of Masons and Agassiz Council, Royal Arcanum, both of North Cambridge, and of Aleppo Temple, Mystic Shrine, Boston. He was also a member of the National Lancers.

Mr. Muller died at his home in West Somerville on August 15, 1919. He is survived by his widow; three daughters, Mildred, Wilhelmine and Barbara Muller, and by four sisters.

Mr. Muller was widely known in leather circles and enjoyed the friendship and esteem of all who came in contact with him. His death was a great loss to the leather industry and to the community.

EDWARD A. MULLER
(1861-1919)
Tanner
Cambridge, Mass.

CHARLES D. MALAGUTI
Columbia Counter Co.
Boston, Mass,

Malaguti, Charles D., of the Columbia Counter Company, Boston, was born at Dosso, Bologna, Italy, May 4, 1875, the son of Joseph and Clementine (Tassinari) Malaguti. His father was a farm laborer, and Charles himself went to work on a farm when he was eight years old. His only education in Italy was obtained in the first and second grades of the local school.

Mr. Malaguti came to America in 1890, at the age of fifteen. He had no money and no relatives or friends in America. He took the first work offered, which was cutting wood in a Cambridge lumber yard. Soon afterwards he was hired by the Carr Jewelry Company, Boston, to work in the polishing room. His wages were only \$4.16 a week, although he worked ten hours a day. He remained in this place during the summer of 1890, but was laid off in the autumn on account of dull business.

Mr. Malaguti was without employment for several months that winter, and in consequence suffered many privations. He called at ten or fifteen places a day looking for work. The superintendent of one factory refused to hire him because of his nationality. Many years later, this very same man came to Mr. Malaguti's factory seeking a situation.

Mr. Malaguti finally obtained a place with the Boston Counter Company. After working there several years he went to the Kennard Standard Counter Company as foreman in the moulding room. Later he returned to the Boston Counter Company. This concern went out of business, and Mr. Malaguti entered the employ of Young & Sampson, Lynn. While there he met and was hired by Mr. E. C. Hood of the Brookfield Counter Company, Spencer, Mass. He subsequently became a conductor on the Boston Elevated Railway, but later again

entered the employ of Mr. Hood, who in the meantime had removed his factory to Boston and had changed the name of the concern to the Columbia Counter Company.

One day Mr. Hood asked Mr. Malaguti to take the position of superintendent. Mr. Malaguti said that he would act in that capacity for six months and if the business then showed a substantial improvement he would consider himself qualified for the position, but otherwise not. At the end of six months there was a net profit of \$5000, much to Mr. Hood's gratification, because before that he had been losing money.

Mr. Malaguti's salary as superintendent was \$10 a week the first year, and \$12 the second. He worked day and night to make the business a success, sometimes not even seeing his children for a whole week. After a time it was agreed that he should have a certain per cent of the profits. At the end of the year he received \$800, with which he immediately opened an account with the Old Colony Trust Company. A little later he bought a home of his own in East Boston. The profit-sharing arrangement, though highly satisfactory to Mr. Malaguti, was subsequently cancelled.

Mr. Malaguti, after having been superintendent for some years, was sent on the road as salesman. He was very successful in this field, but as superintendent he would have been much more valuable to the company.

On January 23, 1911, the Columbia Counter Company was incorporated, and Mr. Malaguti purchased half of the shares in the corporation. Mr. Hood retained the other half interest.

The Columbia Counter Company is now one of the leading concerns of its kind. It manufactures leather and fibre counters, general shoe

supplies, and upper leather, also exporting these goods in large quantities to all parts of the world. The main office and factory is at 347-349 Congress Street, Boston, with another factory at Waltham, Mass. In 1919 the company opened a factory in Italy, the entire equipment of which was purchased in the United States.

Mr. Malaguti has visited Europe three times in the interest of the Columbia Counter Company, in 1914, 1918 and 1920.

Mr. Malaguti is also president and a director of the Allied Exporting & Manufacturing Company; a director of the Prudential Trust Company; treasurer of the Columbia Investment Company; president of the Fabbrica Contraforti Columbia of Italy; a member of the Boston Chamber of Commerce, Boston Boot and Shoe Club, Boston Shoe Trade Club, Elks, Red Cross, Y. M. C. A., Commonwealth Club (New York), Italian Chamber of Commerce (New York), American Chamber of Commerce (Milan), and Associazione Commercianti Esercenti Industriali (Milan).

For the last sixteen years he has been a notary public and justice of the peace.

On January 7, 1900, he was married to Benilde Borgatti. He attributes much of his success to her devotion and assistance. They have four children: Estelle, born October 30, 1900; Lionel, February 1, 1902; Donald, February 1, 1904, and Miriam, April 7, 1907.

Mr. Malaguti's career furnishes an excellent example of what can be accomplished by young men who possess ability, integrity, and ambition.

Hollis, John Cushing, (1846-1919), for many years a prominent shoe manufacturer, was the son of John A. and Emeline Hollis, and was born August 14, 1846, at Brain-

tree, Mass., where his father was at that time engaged in the shoe-manufacturing business. He spent his early life and received his education in Braintree, later moving to Weymouth, and thence to Hingham, Mass., where he ever afterwards resided.

Mr. Hollis as a mere lad entered the employ of Henry L. Daggett and thus early identified himself with the shoe industry of New England. In 1879 he associated himself with the late Ara Cushman, as a salesman, later became a member of the firm of Ara Cushman & Company, and subsequently an owner in the successor to that firm, namely, the Ara Cushman Company. In 1903 Mr. Hollis, together with Charles L. Cushman and Samuel F. Merrill, organized the Cushman-Hollis Company, of which he was made vice-president. In 1909 Mr. Merrill passed away and Mr. Hollis succeeded him as treasurer. Charles L. Cushman died in 1914, and Mr. Hollis became president as well as treasurer of the company. Both of these offices he continued to hold until his death.

Mr. Hollis had numerous other business and financial interests. He was a director of the Hingham Trust Company, Hingham Water Company, Hingham Mutual Fire Insurance Company, and the Hingham Co-operative Bank. He was president of the Hingham Cemetery Corporation.

Mr. Hollis was a member of the Boston Chamber of Commerce, Hingham Yacht Club, and Wampatuck Club.

He was married to Mary Gray Bassett of Hingham, now deceased, and had three children, two of whom are living, Edith Hollis Curtiss of Milford, Mass., and John Thomas Hollis of Hingham.

Mr. Hollis died at his home in Hingham June 26, 1919, at the age of seventy-three years.

THOMAS E. PROCTOR
(1834-1894)
Tanner
Boston, Mass.

J. Q. A. WHITTEMORE
(1848-1919)
Whittemore Brothers
Shoe Dressing
Cambridge, Mass.

For more than fifty years Mr. Hollis served the shoe industry, followed its changes, and always kept abreast of its rapid development. To the company which bears his name and remains a monument of his enterprise, he brought a mature and native shrewdness for business, and he dominated its affairs by his keen sense of honesty and his passion for fair dealing. His never-failing courtesy, his willingness, his vision, have all left their imprint on his intimate associates, as well as on the great shoe industry itself.

As a citizen he was ever ready to bear the burdens incident to that high privilege and to give of himself for the community in which he dwelt. He served with fidelity on the boards of Hingham's financial institutions and that town's organizations for the public good and welfare. He was a townsman in the best and most accurate sense of that word. As a friend and neighbor he excelled. He could well be pardoned the pride which was his from the fact that he was the seventh John Hollis, respected and esteemed, to have lived in the locality in which he made his home. Proud of the traditions of New England, he unconsciously took his place as one of the public-spirited, generous, intelligent, fair-minded race of men who have made New England business a synonym for honor and integrity.

Arnold, Moses Noyes, of North Abington, Mass., Civil War veteran, founder of the M. N. Arnold Shoe Company, leading citizen of the town and county, and widely known to the shoe trade, was born in Abington, Mass., January 31, 1844. He was a son of Jonathan Arnold, who for many years was a schoolmaster and member of the school board of the old town of Abington. He was one of a family of several children.

Mr. Arnold was educated in the town schools and when the Civil War broke out in 1861 he enlisted in Company G, 12th Massachusetts, (Webster) Regiment. With his regiment he saw hard service in the south and participated in the battles of Fredericksburg, the Wilderness, Chancellorsville, Gettysburg, and Antietam.

While his regiment was charging the enemy across an open field at the battle of Antietam, Mr. Arnold was seriously injured. He was repeatedly promoted, and for conspicuous bravery in action was made a captain. During the last year of the war he served on the staff of General Baxter.

Upon his return to civil life at the age of twenty-one years and with a capital of only seven hundred dollars he commenced the manufacture of shoes in a small shop near his father's home on Adams street. Three years later he purchased the Samuel Wales shop, and in 1870 transferred the business to larger quarters in the building now occupied by Reed's sawmill.

In 1875 Mr. Arnold began the building of the main wing of the present brick shoe factory near the railroad station, and, as the business increased, five additions were made to the factory until it had a capacity of three thousand pairs of shoes a day. He was associated in business with his brothers, William B. Arnold, Thomas Arnold, and Wallace W. Arnold. In 1905 the business was incorporated and Mr. Arnold's sons, W. Percy and James D. Arnold, became directors and subsequently vice-president and assistant treasurer of the company. Mr. Arnold retired from active service with the company about 1914.

He was very prominent in town affairs and the upbuilding of the town. Among his many activities was securing the new railroad station at North Abington, the erection

of the new Abington High School and the Memorial bridge at Island Grove, in memory of the soldiers and the sailors of the Civil war who served from Abington. He was also the prime mover in the erection of the Memorial boulder in Island Grove at Centre Abington, in memory of the famous anti-slavery workers who spoke in that grove in the stirring days before the Civil War. He was one of the organizers and directors of the Abington & Rockland Electric Light & Power Company and of the Rockland & Abington Street Railway Company, which afterwards merged with the Bay State Street Railway Company. He was for many years president of the Abington National bank and was a member of the board of directors of the Shawmut National and the Fourth National banks of Boston. He was a charter member of the Algonquin Cub of Boston and was a member of the Exchange Club of Boston. He was a member and past commander of McPherson Post 73, G. A. R., of Abington, John Cutler Lodge, A. F. and A. M., Pilgrim Royal Arch Chapter and Old Colony Commandery, Knights Templar, of Abington, and also a member of the Loyal Legion. He took great interest in the work of the latter organization.

Captain Arnold was widely known in this section of the state. For years he was the largest manufacturer of shoes in this section. He was a member of the school board and was a park commissioner in town for many years.

He died February 28, 1919. He is survived by his wife, Martha Ford Arnold; two sons, W. Percy and James D. Arnold; three daughters, Miss Abby N. Arnold, Mrs. C. B. Annett of Moorestown, N. J., and Mrs. Albert Annett of East Jaffrey, N. H. He also leaves two brothers, Thomas and Wallace Arnold.

Mr. Arnold was a brother of Miss

Sarah Louise Arnold of Simmons College.

While this able and pioneer shoe manufacturer is now dead, he has left behind skilled executives, expert shoe men, W. Percy Arnold and James D. Arnold, who were trained in the Arnold school.

Arnold William Percy, president of the M. N. Arnold Shoe Company, North Abington, Mass., was born in that town, May 27, 1878. He is a son of the late Moses N. Arnold and of Martha (Ford) Arnold. The Arnold family has long been identified with the shoe industry. His father was the founder of the M. N. Arnold Shoe Company.

The subject of this sketch was educated in the schools of Abington and at the English High School, Boston, from which he graduated in 1898. Immediately after leaving school he went to work in the cutting room of his father's shoe factory. He was subsequently employed in the other departments, thus acquiring a thorough knowledge of the various processes involved in the manufacture of shoes. He next became a salesman for the company and later sales manager. In 1914 he was elected vice-president and general manager. His father, the president of the company, died in February, 1919; and at the next annual meeting of the shareholders, held the following May, Mr. Arnold was elected president.

The M. N. Arnold Shoe Company was one of the first concerns in the Brockton and South Shore district to take up the manufacture of women's high grade welt shoes. Prior to that time only men's shoes had been produced in the district; but the success which the M. N. Arnold Shoe Company attained in the new field soon caused other manufacturers to follow its example. The womens' shoes made by the

WILLIAM PERCY ARNOLD
M. N. Arnold Shoe Company
North Abington, Mass.

JAMES D. ARNOLD
M. N. Arnold Shoe Company
North Abington, Mass.

Arnold Company have rapidly reached the same high standard for which its production of men's shoes has always been noted.

Mr. Arnold, in addition to his connection with the M. N. Arnold Shoe Company, is vice-president and a director of the Abington National Bank, and a trustee of the Abington Savings Bank. During the war with Germany, he served as chairman of the North Abington Liberty Loan Committee. He is a past president of the Abington Board of Trade and vice-president of the Brockton Country Club. He is a member of John Cutler Lodge, A. F. and A. M., Pilgrim Royal Arch Chapter, Abington Council, Old Colony Commandery Allepo Shrine.

Mr. Arnold is married and has three children: Malcolm Porter Arnold, Dwight Cobb Arnold, W. Percy Arnold, Jr.

Arnold, James Dwight, treasurer of the M. N. Arnold Shoe Company, North Abington, Mass., was born in that town in May, 1875. He is a son of the late Moses N. Arnold and of Martha (Ford) Arnold. His father was the founder of the M. N. Arnold Shoe Company.

James Dwight Arnold received his early education in the schools of Abington. He prepared for college at Phillips Exeter Academy. He entered Harvard University, and, after graduating, proceeded to the Harvard Law School. Upon the completion of his legal studies he went to New York and commenced the practice of law. He remained in New York several years.

Mr. Arnold was instrumental in effecting the incorporation of the M. N. Arnold Shoe Company, which was originally organized as a partnership. He was elected to the board of directors and made assistant treasurer. In May, 1919, he was elected treasurer.

Mr. Arnold is unmarried. He is a member of the Loyal Legion and the Harvard Club.

Evans, Harvey Bolles, (1855-1905), a prominent shoe manufacturer, for many years senior member of the firm of L. B. Evans' Son, of Wakefield, Mass., was born at Wakefield, September 19, 1855. He was the son of Lucius Bolles Evans (1819-1881) and Emily W. (Newhall) Evans. Both his parents were natives of Wakefield. His father in 1841 founded the shoe manufacturing business which still bears his name and which has ever since been conducted by the Evans family.

Harvey Bolles Evans received his education in the public schools of Wakefield and after graduating from the Wakefield High School entered his father's employ. By diligence and concentration he soon acquired a thorough knowledge of all the branches of the business. He succeeded to the business in 1881 on the death of his father, and continued in its active management until his own death in 1905.

During Mr. Evans' connection with the business great and far-reaching changes occurred in the boot and shoe industry. It was at this time that machinery for the manufacture of shoes came into general use, displacing the old methods and processes. Mr. Evans was among the first to adopt the new ideas and devices, displaying remarkable sagacity in selecting those which were practical and rejecting those which were infeasible. Thanks to his good judgment in this respect, he successfully weathered the period of change which proved disastrous to many of his contemporaries.

Mr. Evans built up a great business in the manufacture of men's and women's house slippers, wom-

en's turns and welts, and misses' and children's low-cuts. The name of Evans became, and still is, a synonym for excellence in footwear of that kind.

Mr. Evans was a life-long resident of Wakefield and was always ready and willing to assist any enterprise which tended to promote the welfare of the town. In politics he was affiliated with the Republican party.

Mr. Evans was married to Carrie Louise Hobbs (born November 19, 1829, at Wakefield,) a daughter of George W. and Helen M. (Pratt) Hobbs. Three children were born of the marriage, Arthur Lucius Evans, Percival Bolles Evans, and Ruth Emily Evans.

Mr. Evans died in 1905. His death was a distinct loss to the boot and shoe industry, of which he had been such an eminent member.

The business founded by Lucius Bolles Evans and increased and improved by Harvey Bolles Evans is now carried on under the management of the latter's sons. On the death of Harvey Bolles Evans the firm was incorporated as the L. B. Evans' Son Company, with a capital stock of \$100,000. The present officers are John S. Griffiths, President, Percival B. Evans, Vice-President, and Arthur L. Evans, Treasurer.

The factory and main office is located at 20 Water Street, Wakefield. The building is a 5-story structure, 250 feet long. The Company employs 250 operatives. There are also branch offices in Boston, New York, Chicago, Denver, and Los Angeles. The Company manufactures men's and women's house slippers, women's turns and welts, and misses' and children's low-cuts. These are medium grade goods of honest merit. The Company's trade-mark or motto is "100 Years of Good Shoemaking."

Brown, Jonathan, (1829-1905), a prominent shoe manufacturer, for many years the head of the firm of J. Brown & Sons, Salem, Mass., was born at Marblehead, Mass., July 30, 1829. He was the son of Jonathan and Elizabeth Brown, both of whom were also natives of Marblehead. His father was a shoe manufacturer and in 1833 founded the business which afterwards became the firm of J. Brown & Sons.

Jonathan Brown, the subject of this sketch, received his education in the public schools of Marblehead. After leaving school he went to work in his father's factory at Marblehead. In 1847 he was admitted to partnership in the business. Upon the death of his father, in 1869, he became the head of the concern. His son, Jonathan Brown, Jr., the present senior partner, was taken into the business in 1878.

The Brown shoe factory was located in Marblehead for over fifty years. At first the work was done wholly by hand. About 1865 machinery was installed. In 1887 the factory was destroyed by a great fire, and the business was removed to Danvers, where it was carried on until 1890, when the company moved to Salem, its present location. The firm now owns and operates two factories in Salem, one covering an area of 150 by 50 feet, and the other 175 by 50 feet, each having four floors. There is a branch office at 173 Lincoln street, Boston.

The goods which J. Brown & Sons manufacture are all made for and under jobbers' names and marks. The firm transacts a business amounting to \$1,500,000 annually, in Goodyear Welts and McKays for children, girls, and misses.

Jonathan Brown was twice married. His first wife was Mary T. Andrews, daughter of Augustus and Mary Andrews. They were married at Salem, March 15, 1855. In 1875 he married Priscilla C. Ropes.

HARVEY BOLLES EVANS
(1855-1905)
Shoe Manufacturer
Wakefield, Mass.

JONATHAN BROWN
(1829-1905)
Shoe Manufacturer
Salem, Mass.

Mr. Brown died January 21, 1905, being succeeded in the business by his sons, Jonathan Brown, Jr., George A. Brown, and Edward T. Brown.

Jonathan Brown was very prominent for many years in the shoe and leather trade. In Salem, Marblehead, and Boston for over fifty years the entire trade knew him as a successful manufacturer. He inspired all by his manly qualities, always cheerful, sunny, bright, and happy, giving young men inspiration by his acts and deeds, always taking up what was best, successful as a manufacturer, loving and loved by his family, respected by his social and business associates. His friends were very numerous, and his death was deeply regretted by all.

The New England Shoe and Leather Association, on February 1, 1905, passed a resolution declaring: "That by his death the Association and the shoe and leather trade in general have lost a kind and genial friend, an honorable merchant, and successful manufacturer."

Osborne, Calvin P., (1839-1919), who at the time of his death was the oldest leather manufacturer in Peabody, Mass., was born in Peabody on February 11, 1839, the son of Benjamin C. and Abigail (Peabody) Osborne. He was educated in the schools of his native place. After leaving school he immediately began to learn the tanning and currying trade with his father. He afterward worked for John Frost. By assiduity and application he soon mastered all the details of the tanning and currying business, thus laying the foundation for his future success in the leather industry. A few years after the close of the Civil War he established a tanning and currying business of his own in Peabody. In 1906 his son, Louis P. Osborne, entered his employ and in 1911 became a member of the

concern, which has since been carried on under the name of the Calvin P. Osborne Company.

Mr. Osborne, during his long career, saw many changes in methods and processes of leather making. When he first entered the business, tanning and currying were still being done in the old-fashioned way, and most leather manufacturers looked with distrust upon any attempt to deviate from time-honored practices. Mr. Osborne, however, was far-sighted enough to see the advantages of the new ideas, and he was among the first to adopt labor-saving devices.

Mr. Osborne was a life-long resident of Peabody, and always took an interest in the city's welfare. He was a member of the Board of Trade, the Peabody Chamber of Commerce, and was for fifty-four years a member of Jordan Lodge of Masons, and a member of the First Unitarian Society.

Mr. Osborne died at his home in Peabody in 1919, being survived by two sons, Arthur A. and Louis P. P. Osborne, and a daughter, Mrs. George Draper, all of Peabody.

Osborne, Louis P. P., member of the Calvin P. Osborne Company, leather manufacturers, Peabody, Mass., was born in Peabody, January 4, 1883, the son of Calvin P. and Louisa V. (Jones) Osborne. He received his education in the public schools of Peabody. After leaving school, he entered the employ of the A. C. Lawrence Leather Company, 95 South Street, Boston. He remained with this concern four years, being employed in the store for two years (1902-1904) and in the factory two years (1904-1906). He then entered the employ of his father, and eight years later was admitted to the business, which has since been carried on under the

name of the Calvin P. Osborne Company. The factory of the company is located in Peabody, where about fifty operatives are employed in the production of wax kips and splits.

Mr. Osborne is widely known in leather circles. He resides in Peabody and is a member of the Peabody Club, the Colonial Club of Salem, and the Homestead Country Club. He is affiliated with the Masonic fraternity. He served for eleven years in the National Guard, was captain of Company D, Second Corps Cadets, and is a member of the Veteran Association of that body.

Mr. Osborne was married in 1910 to Miss Margaret Bott of Peabody. He has three children.

Ault, Charles, secretary and treasurer of the Ault-Williamson Shoe Company, Auburn, Maine, was born in December, 1882. He received his education in Indiana. Early in life he entered the shoe business and has been in every branch of the industry from retail to manufacturing, including considerable experience on the road selling goods.

In 1915 Mr. Ault associated himself with Charles R. Williamson, and they organized the Ault-Williamson Shoe Company. The business was incorporated, and Mr. Ault was elected secretary and treasurer of the corporation. The company manufactures women's black kid turned shoes. The factory is located in Auburn, Maine, and 400 hands are employed. The company is now one of the leading shoe manufacturing concerns in New England, and its goods, bearing the trade-mark of "Constant Comfort," are in great demand because of excellence of appearance and durable wearing qualities.

Mr. Ault is widely known in the shoe trade. He is a member of the Shoe Trades Club and is affiliated with the Masonic fraternity. He is married and has three children.

Williamson, Charles R., president of the Ault-Williamson Shoe Company, Auburn, Maine, was born July 23, 1876, and received his education in Tennessee. He entered the shoe business and travelled extensively selling goods, thus becoming well-acquainted with the boot and shoe trade. The experience which he acquired while on the road subsequently proved invaluable to him as a manufacturer.

In 1915 Mr. Williamson and Charles Ault organized the Ault-Williamson Shoe Company, which was incorporated, with Mr. Williamson as president. The factory of the company is located in Auburn, Maine, and 400 hands are employed in the production of women's black kid turned shoes, which are sold under the trade-mark of "Constant Comfort." The business has had a remarkable growth, and the company is now one of the leading shoe manufacturing concerns in New England.

Mr. Williamson belongs to the Masonic fraternity. He is married and has one child.

Cushman-Hollis Company, Auburn, Maine, the largest manufacturers of canvas footwear in the world, was founded in 1854 and was originally the firm of Ara Cushman & Company, of Minot, Maine. In 1864 the business was moved to Auburn, Maine. It became the Ara Cushman Company in 1888, and the Cushman-Hollis Company in 1903. At that date Charles L. Cushman was elected president of the company, John C. Hollis vice-president, and Samuel F. Merrill treasurer. In

CALVIN P. OSBORNE
(1839-1919)
Tanner
Peabody, Mass.

LOUIS P. P. OSBORNE
Tanner
Peabody, Mass.

1909 Mr. Merrill passed away and John C. Hollis succeeded him as treasurer. Mr. Cushman died in 1914 and Mr. Hollis became president as well as treasurer of the company, with Edward F. Abbott as vice-president. After the death of John C. Hollis in 1919 the following officers were elected: Edward F. Abbot, president; F. H. Kidder, vice-president, and John T. Hollis, treasurer.

The Cushman-Hollis Company manufactures canvas Goodyear and McKay canvas footwear for men, women, misses, children, and infants; and its production of this kind of footwear exceeds that of any other manufacturer in the world. The factory and executive offices are located in Auburn, Maine, and there is also a branch office in Boston. About 2100 operatives are employed by the company in Auburn.

Edward Farrington Abbott, the president of the company, was born on April 3, 1882, in Lake City, Colorado, the son of Jacob Jackson and Jenny (Farrington) Abbott. He received his early education in Auburn, Maine, and graduated from Bowdoin College in 1903. After leaving college he entered the employ of the Cushman-Hollis Company, becoming, as has been stated above, vice-president in 1914 and president in 1919. Mr. Abbott is a member of the Masonic fraternity. He is married and has five children.

Templer, William L., founder and president of the Templer Leather Company, Inc., Franklin Street, Salem, Mass., was born in England, May 8, 1878, the son of Alfred and Hannah Templer. The Templer family has been engaged in the leather business for four generations. Mr. Templer's father was a member of the old firm of

William Templer & Sons, of Manchester, England, a well-known leather concern.

Mr. Templer was educated in England, receiving his technical education at the London Leather College. At the age of sixteen he went to work for Thomas Beach & Sons of London, with whom he served a four years' apprenticeship. For the next two years he was in the employ of Almond & Smith, curriers and general contractors, London. He then went to Toronto, Canada, and was employed there three years by Clark & Clark. After that he came to the United States and spent four years with the Winslow Brothers & Smith Company, of Norwood, Mass. He was subsequently employed by Bayer & Company as a leather expert and demonstrator.

In 1917 Mr. Templer organized and incorporated the Templer Leather Company, of which he is president and treasurer. Associated with him are Robert B. Yarman, assistant secretary, and Morton N. Buckley, superintendent. The company manufactures glazed and mat horse and patent colt. The factory is located on Franklin Street, Salem, and about 130 operatives are employed. The company also maintains branches in Boston and Cincinnati. Its yearly business is about three million dollars.

Mr. Templer is married and has one child. He is affiliated with the Masonic fraternity.

Mr. Templer is widely known in leather circles, not only in this country, but also in England and Canada. He is thoroughly familiar with the technical side of leather manufacturing, and is besides an able business man. His success has been due solely to his ability and integrity, and he is a credit to the great leather industry of this country.

Young, John Dexter, (1833-1905), for many years senior member of the shoe manufacturers' goods house of John D. Young & Sons Company, 39 Lincoln Street, Boston, was born in Roxbury, Mass., in 1833, and came of an old and well-known Roxbury family. He was the son of John Dexter and Elizabeth (Pettee) Young. His father was a retail merchant.

Mr. Young received his education in the public schools, and at the age of thirteen years went to work in a dry goods store for one dollar a month. His connection with the leather business began in 1855. In 1887 he established the shoe manufacturers' goods house which still bears his name, opening a place of business at 39 Lincoln Street, Boston. Associated with him in the founding of the firm was his son Frank D. Young, and his other son, Arthur H. Young, was admitted to partnership in 1903.

Mr. Young was married in 1857 to Mary E. Harris (born in Roxbury in 1837). Five children were born of the marriage. Mr. Young continued to reside in Roxbury for about twelve years after his marriage. He then moved to Brookline, where he spent the rest of his life.

Mr. Young died at his home in Brookline, May 4, 1905. He was seventy-two years of age, and for a period of fifty years had been prominently identified with the shoe trade. He was survived by his wife and two sons.

Mr. Young was a man who from his sterling character made and retained many social and business friends. He was unassuming to a remarkable degree, charitable in all his dealings, and left a record worthy of emulation.

The business which John D. Young founded was continued as

a partnership by his two sons until 1914, when the firm was incorporated. The present officers are Frank D. Young, President, Arthur H. Young, Treasurer, Dexter Young, Assistant Treasurer, and C. A. Randall and W. A. Millard, Directors.

Frank D. Young, President of the John D. Young & Sons Company, was born in Roxbury, April 21, 1859, and received his education in the public schools. He began his business career in 1876. He is married and has one son and one daughter. His wife's maiden name was Frances A. Bond.

Arthur H. Young, Treasurer of the John D. Young & Sons Company, was born in Roxbury in May, 1867. He was educated in the public schools. He is married and has one son. His wife before her marriage was Miss Annie Turner.

Snyder, H. S. and M. W., Incorporated, 65 South Street, Boston, is one of the youngest and most energetic leather concerns in the United States. The business was originally a partnership and was founded in 1900 by Harry S. and Moses W. Snyder. The story of how these two brothers built up a great manufacturing enterprise in a few years, solely through their own efforts, is an interesting chapter in the annals of the American leather industry.

They were both born in Livonia, Russia; Harry S. Snyder in June, 1875; Moses W. Snyder in April, 1878; being the sons of Elijah and Sarah (Levitas) Snyder. In 1890 they came to the United States. Harry S. Snyder's first employment was in a butcher shop. Then he worked in a hat factory and later in a shoe factory, which he left to engage in the leather business. Moses W. Snyder, on arriving in America, went to work in a grocery

store. Subsequently he sold apples, worked as book agent, sold bicycles, and was employed in a retail store in Lawrence for six months. In 1900 he entered the leather business with his brother, in Haverhill, Mass., dealing in leather remnants, under the name of Bay State Leather Remnant Company.

They started in a small store, employing two boys. The business grew rapidly, and they moved to larger quarters. By 1910 they were occupying five floors, 100 x 40 feet in area, and employing 105 people. They purchased the Green Estate, consisting of three brick buildings in the heart of the shoe district in Haverhill. Before moving to Boston they disposed of this property, making by the deal a profit of \$10,000 on an original investment of \$15,000.

In 1910 they opened a branch in Boston under the style of H. S. & M. W. Snyder, buying and selling job lots of upper leathers. They were the first concern in America to develop snuffing or buffing—sometimes called correcting the grain on chrome calf and side leathers. This method is now used by practically every maker of leather. They purchased their leather from the American Hide & Leather Company, Pfister & Vogel, A. C. Lawrence, and other large and well-known concerns. After rectifying it they sold it to the shoe manufacturers, thus establishing a reputation which helped them in after years.

In 1909 the Witch City Tanning Company was organized, and H. S. & M. W. Snyder had the sale of its product until it liquidated. In 1912 they sold out the Bay State Remnant Company, and shortly after gave up the leather remnant end. They then began manufacturing India goatskins on their own account—first by contract and later

in their own tannery in South Boston, commencing in 1914 with 50 dozen a day and reaching in 1916-17-18 as high as 1100 dozen. In 1916 they began making colors in India tanned goat, increasing their output from 500,000 in 1914-15 to 2,500,000 in 1916, 2,250,000 in 1917, and 2,555,000 in 1918, at times using seven tanneries to get their product through. In 1916 they purchased a tannery in South Boston, and in addition continued to have leather made up by outside tanneries. In June, 1919, they purchased what was formerly Thomas O'Shea's plant, which he had remodeled in 1917, with a capacity of over 2000 dozen for the kind of skins used by them. At present they make practically all their own leather, purchasing raw material in China, India, Java, Africa, South America, and from domestic sources.

The rapid growth of their business is indicated by the fact that in 1910 they had a third of a floor at 61 South and now occupy five floors in the same building, at 61-65 and 67 South Street.

They now have Morton & Sons, of England, representing them in that country and France, and they also have a direct representative in nearly every country of the world for the distribution of their products.

On January 2, 1917, the business was incorporated, with a capital stock of \$600,000. The officers of the corporation are Harry S. Snyder, President, Moses W. Snyder, Treasurer, and John J. Francis, Secretary.

In April, 1920, H. S. & M. W. Snyder, Inc., purchased the building on South Street.

Harry S. Snyder is a director of the State National Bank of Lynn. He is a member of the City Club, Elks, Boston Y. M. H. A., and other organizations. He was mar-

ried, in 1900, to Miss Fannie Hershfield, and has two daughters, Elsie, born in November, 1911, and Jeanette, born in August, 1913. Mr. Snyder has frequently visited Europe in the interests of the company, and in June, 1920, he sailed for Europe and Africa to establish raw stock collection houses for his concern.

Moses W. Snyder is a director of the Citizens National Bank of Boston. He is a member of the Chamber of Commerce of America, City Club, Elks, Kiwanis Club, American Exports Association, Shoe and Leather Club of Cincinnati, Boston Y. M. H. A., and an honorary member of the Haverhill Y. M. H. A. He was married, December 2, 1903, to Miss Sara Rapoport, and has two children, Nathalie, born September 4, 1904, and Edna, born in September, 1907.

Dow, Frederick W., member of the leather firm of Tolman, Dow & Company, Boston and Woburn, Mass., was born in Lynn, Mass., May 29, 1876. He received his education in the grammar and high schools of Lynn. Mr. Dow started in the leather business with William Neagle, 76 High street, Boston, selling agents for N. Webber & Sons, kid manufacturers in Lynn. From 1900 to 1909 he was connected with the selling force of the A. C. Lawrence Leather Company. In 1916 he became a member of the firm of Tolman, Dow & Company, Woburn, manufacturers of dressed leather for men's and women's shoes.

Mr. Dow is a director of the Central National Bank of Lynn. He is a member of the Oxford Club, Lynn, Algonquin and City clubs, Boston, and several Masonic bodies in Lynn.

Mr. Dow was married in Lynn, May 29, 1900, to Harriet S. Grant,

and has one daughter, Dorothy Dow.

Quinn, William Ambrose, founder of K. J. Quinn & Company, Inc., manufacturers of leather dressings, was born in Boston, January 14, 1842, and died September 13, 1912. He was educated in the public schools of Boston. In 1870 he established the firm of K. J. Quinn & Company and commenced manufacturing leather dressings at 80 Batterymarch Street, Boston. The business was incorporated in 1905, with a capitalization of \$100,000. Mr. Quinn was elected president and continued to hold this office until his death. At the time of the incorporation Mr. Quinn's two sons, Albert W. and Fred A. Quinn, were made directors of the company. The latter succeeded his father as president, and is now also treasurer of the Corporation.

The house of K. J. Quinn & Company is now one of the most important concerns of its kind in New England. The Company manufactures finishes and dressings for leather used in making shoes, bags and trunks. About fifty hands are employed, and the amount of yearly business is \$500,000. The Company maintains two factories, one at 80 Batterymarch Street, Boston, and the other on Bremen Street, East Boston. The salesrooms and executive offices are also at 80 Batterymarch Street. There is a branch office at 226 East Eighth Street, Cincinnati.

William A. Quinn was married in Cambridge, Mass., in 1863, to Katherine Josephine Brine of that city. Nine children were born of the marriage. His son, Fred A. Quinn, the present executive head of the Company, was born in Cambridge in 1870, and was educated in the public schools and at Har-

K. J. QUINN COMPANY, Inc.
Leather Finishes
Boston, Mass.

CHARLES J. SHRINER
(1859-1914)
Shoe Manufacturer
Boston, Mass.

vard College. He is married to Mary J. Carroll of Weymouth, Mass., and has three children.

Shriner, Charles J., (1859-1914), a prominent New England shoe manufacturer and former president of French, Shriner & Urner, was born at Baltimore, April 19, 1859, the son of Ezra Shriner. He received his early education in the public schools of his native city, after which he took a course in a Baltimore business college. On leaving this institution he entered the employ of Charles Heiser, a retail shoe dealer of Baltimore, where he commenced his long and successful career in the boot and shoe industry. In 1884 he became a traveling salesman for Hanan & Son, Brooklyn, N. Y., and soon acquired the reputation of being the firm's ablest representative on the road. In 1887 he became a traveling salesman for French & Hall, shoe manufacturers, Rockland, Mass.

At that time the firm of French & Hall was composed of Joseph E. French and George W. Hall, both of whom are now dead. The present J. E. French factory had just been completed.

Another young man entered the employ of French & Hall soon after Mr. Shriner and in a similar capacity. This was Samuel P. Urner, with whom Mr. Shriner formed a friendship which lasted a quarter of a century, terminating only with the death of Mr. Urner.

Both Mr. Shriner and Mr. Urner almost immediately attained great success in their work, and a year or two later they were admitted to partnership in the firm, the name of which was thereupon changed to French, Hall & Company.

In 1893 Mr. Shriner and Mr. Urner purchased Mr. Hall's interests, and the firm was reorganized

under the name of French, Shriner & Urner. In 1904 the business was moved to Boston, and in 1909 the factory at 63 Melcher street was completed and occupied.

In 1912 the business was incorporated with Mr. Shriner as president, Mr. French as vice president, and Mr. Urner as treasurer. At the time of the incorporation Mr. Shriner purchased all but a small part of Mr. French's interest in the concern.

Mr. Urner died in 1912, and Mr. Shriner succeeded him as treasurer and also purchased his shares in the corporation. The death of Mr. Urner devolved upon Mr. Shriner the management of the retail stores which the company operated in New York, Brooklyn, Philadelphia, Chicago, St. Paul and Kansas City.

Mr. Shriner always took an active interest in all matters pertaining to the boot and shoe industry as a whole. He was one of the organizers of the National Boot and Shoe Manufacturers' Association, served several years as its vice-president, and at the time of his death was a member of the executive committee. He was likewise a member of the New England Shoe and Leather Association.

In 1890 Mr. Shriner married Miss Ivis Blanchard of Montpelier, Vt., who derived her descent on both the paternal and maternal side from old New England stock. One son was born of this marriage, Blanchard Urner Shriner, the present head of French, Shriner & Urner.

Mr. Shriner's home life was ideally happy, for he and Mrs. Shriner were devoted to each other in a measure truly beautiful. Though Mr. Shriner's large business interests often necessitated long journeys, he was essentially a domestic man, spending all his leisure hours with his family. He

was a man of highly cultivated tastes.

In the early part of February, 1915, Mr. Shriner, apparently in the best of health, went to Florida for the purpose of taking a short vacation. His death occurred very suddenly on February 21st. His body was brought back to Boston, and he was buried at Mount Auburn cemetery, February 25.

Mr. Shriner is survived by his wife, his son Blanchard, his mother, who lives at Linwood, Md., a brother, Jesse Shriner of New York, and two sisters, Mrs. Elsie Reinhart and Mrs. Clara Englar of Linwood.

At the time of Mr. Shriner's death the following tribute was published in the *Shoeman*.

"Taken at the early age of fifty-five from the activities and responsibilities of an earnest, useful, widely influential life, the passing from us of Charles J. Shriner comes as a sad, inexplicable shock. A man of great power, of forceful, energetic, magnetic personality, it seems impossible to associate with him the thought of death.

"Here was a man marked with the elements that combine into leadership—a man of action, guided by discerning, penetrating intellect, a seeker after the truth that is hidden in all matters, and moreover a man touched with the indefinable gift and power to inspire others and wield willing command.

"In the whole fibre and fabric of the life and work of Charles J. Shriner were interwoven the virtues of inflexible honesty, integrity and industry, made splendid by a spirit of generous kindness, charity, and good wishes and good will for others.

"Our industry has indeed lost a commanding figure, a personality that graced and charmed."

Woelfel, Ernest A., founder of the Woelfel Embossing & Leather Company, Peabody, Mass., was born in Asch, Bohemia, August 4, 1877. At the age of sixteen he came to the United States and secured employment in Newark, N. J., as a leather embosser, operating a hand press. A little later he came to Massachusetts and hired space in the bag leather factory of C. P. Kerans & Company, Danvers. There he conducted a series of experiments which resulted in the invention of an embossing machine with plates made by chemico-electro process and reproducing pebble, seal and other grains, which has superseded the Broadley cut steel rolls theretofore employed in pebbling leather in Peabody. He subsequently aided the Sheridans in bringing out the modern steam-heated and steam-driven press, with plates three or more feet square instead of the plates one foot square of the old hand press, and with a producing capacity ten times as great.

In 1894 he hired space in the J. A. Lord factory, Peabody, and later in the G. N. Moore factory, where he perfected a device for smooth-plating leather, so that India kid skins can be made as smooth as Russia calfskins. At first he tried a steel plate, which rusted and became rough, and then a brass plate, which proved successful. Finding that plates heated by gas sometimes became too hot and burned the leather, he substituted steamheating which eliminated that risk; and now the plates on all smooth-plating and embossing machines are heated by steam.

His other inventions include machinery for boarding calf leather with a box grain; a device for putting iridescent colors on leather; and a process for smooth-plating

both chrome and bark tanned sole leather.

Mr. Woelfel's factory, built especially for his business, is located on Pierpont street, Peabody. It is equipped with eight presses, which are in operation daily from ten to fourteen hours.

Mr. Woelfel is widely known in shoe and leather circles, and his inventions have been important factors in the development of the industry.

Mr. Woelfel is a member of the Masons and the Elks. He is married and has one child.

Tolman, Gilbert, senior member of the firm of Tolman, Dow & Company, leather manufacturers, Boston and Woburn, Mass., was born in Randolph, Mass., October 2, 1859. He received his education at Adams Academy, Quincy, Mass. After being employed by the leather house of Locke & Knox for some years, he was admitted to partnership in the firm, the style of which was then changed to Locke, Tolman & Company. In 1916 Mr. Tolman admitted Frederick W. and Francis W. Dow as partners, and the name of the firm was changed to Tolman, Dow & Company.

The house of Tolman, Dow & Company is one of the best known leather concerns in New England. It manufactures various kinds of finished leather, specializing in patent leather, colored leather, and "Starbuck" and "Donkey Colt." The factory is in Woburn, and about 600 hands are employed in the production of the company's goods, which are noted for their excellence.

Mr. Tolman is married. His wife's maiden name was Helen Mansfield. He has two children.

Dow, Francis W., member of the leather firm of Tolman, Dow &

Company, Boston and Woburn, Mass., was born in Lynn, Mass., in 1872. He was educated in Lynn, and went to work when he was fifteen years old. In 1916 he formed a partnership with Frederick W. Dow and Gilbert Tolman under the firm name of Tolman, Dow & Company, with a plant in Woburn for making dressed leather out of hides for men's and women's shoes. This company employs 600 operatives. Its goods bear the following trademarks: "Donkey Colt," "Starbuck," and "Sahara Kid."

Mr. Dow is well-known in shoe and leather circles. He is a member of the Masonic fraternity. He is married.

Knipe, William A., president of Knipe Brothers, Inc., shoe manufacturers, Haverhill, Mass., was born in England, but came to America while still quite young, and received his education in Rochester, N. H. He was first employed at the age of thirteen years by George Roberts, a shoe manufacturer, in Haverhill, and he has been in the shoe business ever since.

In 1882 he founded the firm of Knipe Brothers for the manufacture of men's shoes and slippers, with a factory at Ward Hill. The business was subsequently incorporated with Mr. Knipe as president. About 300 hands are employed by the concern.

Mr. Knipe is widely acquainted with the shoe trade, and enjoys the esteem of all who know him. He takes an active interest in all matters pertaining to the shoe and leather industry. He is also interested in the welfare of the city of Haverhill, and is vice-president of the local Morris Plan Bank. He is an independent in politics.

Mr. Knipe is married and has five children.

Verza, Louis, founder and proprietor of the Verza Leather Company, Peabody, Mass., was born in Venice, Italy, January 22, 1882, the son of Faustino Verza. He received his education in Italy and then came to the United States. His first employment in this country was with the late Albert Bernard, with whom Mr. Verza remained a year, acquiring a good knowledge of the leather business as carried on in America. After that he spent three years with Frank McGraw, another leather man, and then in 1908 went into business for himself, having great success from the very beginning.

Mr. Verza established his present business, the Verza Leather Company, in 1917. The factory is on Spring street, Peabody, and about 100 hands are employed by the company in the production of side leather and kips. The business is incorporated.

Mr. Verza was married on January 7, 1914, to Miss Bertoldy. They have two children.

Millett, Edward L., founder and owner of the firm of Edward L. Millett & Company, manufacturers of enamel for patent leather, Danvers, Mass., was born November 12, 1874. His father, William H. Millett, of Malden, was a farmer, after having been a mariner in his early days. Edward L. Millett spent his early life and received his education in Beverly. After leaving school he entered the banking business, continuing in that line for the next twenty years. He then bought out an enamel-making company in Danvers and reorganized the concern as the firm of Edward L. Millett, commencing to do business in 1914. Under Mr. Millett's direction the company has had a rapid growth, and its enamels are in great demand

among patent-leather manufacturers.

In addition to his business Mr. Millett has taken an active interest in the affairs of Beverly, and served on the School Committee as Chairman for six years. He is a member of the Beverly lodge of Elks.

Mr. Millett is married and has four children.

Winship, William Wallace, (1833-1919), one of the oldest and most prominent representatives of the trunk, bag and leather goods business in Boston, was born in Boston's old "West End," January 2, 1833. After an honorable and successful business career of seventy years, death claimed him April 7, 1919.

Mr. Winship was the son of Stephen Winship, well known "Faneuil Hall" provision dealer, and Elizabeth Williams Pollard Winship; who, a woman of beautiful character, proved one of those naturally "good" mothers whose pure and moral influence never ceases to turn a child's steps toward the good and the right.

The Winship family comes of old English stock, Lieutenant Edward Winship having been the first of his family to seek the New World, and among the first of the settlers to locate in Cambridge in 1635. But the members of this family, sturdy and loyal, were not content to accept the benefits offered by the land of their adoption without showing a willingness to give in return. Notably among that number who were willing to give even their lives for their adopted land, was the grandfather of the subject of this sketch, John Winship, whose name has been handed down in history as one of the sixty Minute Men who faced the eight hundred British soldiers on

Lexington Common on that memorable morning, April 19, 1775.

William Wallace Winship was fortunate in numbering among both his paternal and maternal forebears such resolute and true Colonials as Simon Crosby, John Kidder, William Munroe of Lexington, Thomas Marrett, Thomas Parker, Gregory Stone of Cambridge, William Pollard, William White of Plymouth and Robert Harrington.

After attending one of the Grammar Schools of his native city, Mr. Winship felt that it would be more to his advantage in that world of business to which his natural inclinations and talent drew him to enter upon his chosen business career at once, rather than spend more precious time in further schooling. Accordingly, when only fifteen years of age, he began the active work of life in Boston at the occupation of shoe making and trunk making in the employ of his brother, Henry A. Winship. But it is not to be assumed that his education ended with his schooling; on the contrary, throughout his many years, through his intimate association with the "big men" of affairs, he profited, he learned, and he grew broader and broader in knowledge and in his conception of life.

In 1860, William Winship established in Boston a trunk, bag and leather goods business of his own. A year later he formed a partnership with Samuel Easter under the firm name of Easter and Winship. This partnership continued until 1873, when it was dissolved, and Mr. Winship again started independently. In 1898 the steady increase and rapid growth of his business necessitated his removing his retail store and seeking larger and more adequate quarters. He had,

also, at the time of his death, two large trunk factories at Utica, New York. It is a recognized fact among those who know, that the remarkable development of this business, a development that in leather goods has made the name of "Winship" synonymous with "Quality" and "Fairness," is due in no small measure to Mr. Winship's natural ability and unceasing efforts.

He was prominent fraternally as well as in the commercial world, being a member of Converse Lodge of Masons of Malden, where he resided; Royal Arch Chapter of the Tabernacle; Melrose Council, Royal and Select Masters; Beauseant Commandery, Knights Templar, and Bunker Hill Lodge of Odd Fellows. For a number of years he was one of the Prudential Committee of the old First Parish Universalist Church of which he was an active and prominent member. In politics, he belonged to the Republican Party.

Mr. Winship was fond of out-of-door life and sports, taking particular enjoyment in gunning and fishing. He was permitted to indulge this inclination under very pleasant conditions at his summer home at Wareham.

On October 19, 1864, he married Charlotte Josephine Edmands of Charlestown, daughter of George Edwin and Charlotte Bowen Edmands. They had four sons, all of whom were associated with their father in business, and two daughters: William Henry, Stephen Edwin, Albert Wallace, Walter Whyte, Nellie Sprague and Charlotte Elizabeth Winship. Mrs. Winship died Oct. 28, 1919, aged 78.

Mr. Winship's grandchildren are: (Albert's children) Margaret, Eleanor, Charlotte, and William

Wallace Winship, of Utica; (William's children) William Henry, Jr., and Emilie Carolyn Winship, of Malden; (Walter's children) Florence and Dorothy Winship of Medford.

William Wallace Winship reached his goal of success through diligence and sheer determination. Fortunate in his ancestry, he made the most of his inherited endowments and used them, not selfishly for his own good alone, but for the good of all with whom he came in contact. Earnestness, perseverance and faithfulness characterized his every line of endeavor. Loyal to family, friends, business associates, alike to State and to Church, he lived a noble and an upright life, leaving a memory that will long be cherished.

The National Shawmut Bank of Boston. The little group of Boston merchants and ship owners who founded the Shawmut Bank eighty-four years ago, in 1836, recognized the value of a distinctive title with a local interest. While the bank was originally chartered as the Warren Bank; the name was changed to Shawmut Bank a few months later, by Act of the Legislature. The change was prompted by the special significance of the word "Shawmut," the Indian name for the site upon which the city of Boston has been built.

Almost from its inception, the Shawmut Bank became an important factor in the development of the city which was at that time, as now, the financial and commercial center of New England. During the two decades following the organization of the Shawmut Bank, Boston bankers and merchants achieved an extraordinary record in building up the industry and commerce of this community. It was toward the end of this period, in

1856, that the Boston Clearing House was organized—an advance made necessary by the rapid expansion of the industries of New England. At that time American trade with the Orient was controlled by Boston. In 1857, Boston's interest in the Calcutta trade was represented by 96 ships with an aggregate tonnage of 147,131 as compared with 22 ships and a tonnage of 37,055 for New York. The energy and courage with which the merchants of Boston devoted themselves to the task of building up the commerce of the Port of Boston, in the years following the organization of the Shawmut Bank, is indicated by an increase of more than 150 per cent in the foreign trade of the Port in the twenty years from 1840 to 1860.

The passage of the National Bank Act in 1863, and the amendment to the Act in the following year, designed to aid the government in financing of the Civil War, brought about the incorporation of the "Shawmut" as the Shawmut National Bank, with a capital of \$750,000; which was later increased to \$1,000,000. For the next thirty-four years the Shawmut National Bank continued to exert a steadily increasing influence in the growth and development of New England's commerce and industry.

Twenty years ago, the expansion of the textile and other important New England industries and the growth of the commerce and trade of the Port of Boston had, for several years, suggested the necessity for the creation of larger financial units properly to care for the demands of the district. With a view to meeting this situation, and to prevent financial control of our industries from passing to outside districts, the "Shawmut" was reorganized in 1898 as the National Shawmut Bank, with increased

capital and largely augmented resources. Mr. James F. Stearns became president of the enlarged organization. Since that time, the capital and resources of the "Shawmut" have steadily increased until today the total resources of the National Shawmut Bank exceed by \$50,000,000 the total amount of money in circulation in the United States when the original "Shawmut" bank was chartered.

In 1907, Mr. William A. Gaston succeeded Mr. Stearns as president of the National Shawmut Bank, the retiring President becoming Chairman of the Board of Directors. In June of that year the newly erected Shawmut Bank Building was opened, and the bank moved into the finely equipped quarters it has since occupied.

Several years ago the directors of the National Shawmut Bank took up the task of promoting foreign trade development, and to that end made important foreign banking connections. In 1914, the "Shawmut" was appointed agent for the Banca de la Nacion, the Argentina Government bank at Buenos Aires. This appreciation of the importance of foreign trade has been further demonstrated by the creation, three years ago, of a well equipped foreign department as a feature of the bank's service. Through the organization of the Mercantile Bank of the Americas, in which the National Shawmut Bank has important corporate interests, the facilities of twenty-six local banks in the principal trade centers of Latin America are put at the disposal of exporters and importers. The bank is also a large corporate owner in the Asia Banking Corporation, which has branches at eight strategic points in the Orient.

In January, 1918, Mr. Gaston retired from the Presidency and became the Chairman of the Board of

Directors. Mr. Alfred L. Aiken, organizer and first Governor of the Federal Reserve Bank succeeded Mr. Gaston as President.

Since the organization of the Shawmut Bank down to the present time, the bankers and merchants identified with it have been enthusiastic supporters of foreign trade development. The present directorate of the National Shawmut Bank is keenly alive to the importance of aiding in the commercial development of the Port of Boston. To that purpose they are devoting their efforts with something of the spirit of the men who served as directors of the Shawmut Bank of 80 years ago.

National Union Bank. Among the banking institutions of Boston, the National Union Bank has the distinction of being the oldest. The original charter incorporating this bank was signed June 27, 1792, by John Hancock, then governor of the Commonwealth. The first president was Lieutenant-Governor Moses Gill, and the incorporators were all men of prominence in the business life of that day.

"The Union Bank" was eminently successful from the start and has played an important part in the commercial development of New England. Banking was not so highly developed nor its correct principles so firmly established in those days, and the fact that the bank was always able to weather the financial troubles of those unsettled times speaks volumes for the ability and soundness of judgment of the men who directed its affairs.

From 1792 to 1865 the bank conducted its operations under charters granted by the Commonwealth of Massachusetts. Shortly after the passage of the National Bank Act, in 1865, however, application was

made for a charter as a national bank. This was granted and the bank has since been known as The National Union Bank.

The first office of the bank was in the residence of the Honorable Perez Morton (Speaker of the House, 1806-1811, Attorney General for the Commonwealth, 1811-1832, and one of the directors of the bank) at the corner of State Street and Exchange Lane. This was an ideal location, in the center of business, near the State House, and across Exchange Lane from Israel Hatch's Coffee House, from which the New York stage started. This has been the location of the bank since its incorporation, a record of continuous occupancy of 128 years. The need of larger and more convenient quarters has of late been pressing, however, with the result that the bank will occupy about December first, 1920, new quarters on Washington Street at the head of State Street, in the new National Union Bank Building, a reproduction of which appears on the opposite page.

The present officers of the bank are: President, Henry S. Grew; Vice-President, William S. B. Stevens; Vice-President, Lorne M. Graves; Cashier, John W. Marno; Assistant Cashier, Hubbard B. Mansfield; Assistant Cashier, Ross C. Skinner.

The board of directors is composed of the following: Nathaniel H. Emmons, William Farnsworth, Henry S. Grew, Ralph B. Williams, E. Sohler Welch, Alexander Whiteside, William Whitman, Jr., George H. Clough, E. Kent Swift, William S. B. Stevens, Harry L. Bailey, Austin T. White.

Marshall, Sherman H., president and treasurer of the Emery & Marshall Company, shoe manufacturers, Haverhill, Mass., was born

in Haverhill, December 5, 1870, the son of Joseph A. and Mary A. Marshall. His father was a native of Nova Scotia and was a carpenter by trade.

Mr. Marshall received his education in the Haverhill grammar and high schools. In 1886 he entered the employ of Knipe Brothers, shoe manufacturers in Haverhill, with whom he remained several years, acquiring a thorough knowledge of all branches of shoe manufacturing. In 1903 he founded the firm of Emery & Marshall, which has progressed until it is now one of the leading manufacturing concerns in the city.

The Emery & Marshall Company is engaged in making women's Goodyear welt and turned footwear. It occupies one of the largest factories in Haverhill. This is a seven-story building, located on the river-front, in the rear of 2 to 20 Washington Street. The business of the company has constantly increased and at present its trade territory extends throughout the United States and Cuba.

The company was incorporated in 1913, with Mr. Marshall as president and treasurer, his son, Frederick S. Marshall, as assistant treasurer, and Orlando N. Dana as vice-president.

Mr. Marshall has numerous other business and financial interests. He is a director of the Merrimack National Bank, Haverhill Morris Bank, Estabrook Wood Heel Company, Haverhill Shoe Manufacturing Association; treasurer of Sample Shoe Shop Company, Prescott Power Company; and president of Haverhill Coal Supply Company. He is also a director of the Haverhill Y. M. C. A., a member of the Pentucket Club, and a 32d degree Mason.

Mr. Marshall is married and has one son, Frederick S. Marshall, as-

EUGENE M. CARMAN
Tanner
(Donnell, Carman & Mudge)
Boston, Mass.

CHARLES A. STECHER
Tanner
(Donnell, Carman & Mudge)
Boston, Mass.

assistant treasurer of the Emery & Marshall Company.

Marshall, Frederick S., assistant treasurer of the Emery & Marshall Company, shoe manufacturers, Haverhill, Mass., was born and educated in Haverhill. He is the son of Sherman H. Marshall, founder and president of the Emery & Marshall Company, and in 1907 entered his father's employ. In 1913, when the business was incorporated, Mr. Marshall was made assistant treasurer, which office he has continued to hold.

Mr. Marshall is married and has three children. He is affiliated with the Masonic fraternity.

Donnell, William A., treasurer of Donnell, Carman & Mudge, Inc., leather manufacturers, Boston and Peabody, Mass., was born in Peabody in 1879. He received his education in the schools of his native place. After leaving school he entered the employ of C. J. Larabee, with whom he remained five years, during which he acquired a knowledge of the sheepskin business. He subsequently became associated with the firm of A. F. Clapp & Company, which developed into Donnell, Carman & Mudge, Inc. Mr. Donnell has been treasurer of this company since its incorporation.

Donnell, Carman & Mudge, Inc., manufacture sheepskins, skivers, export kid, and patent leather, which are sold under the trademark of "Perfection Brand." The factory is in Peabody, where the company employs about 150 hands. The company also has offices and ware-rooms on South Street, Boston, with branches in New York, Philadelphia, Rochester, Chicago, Cincinnati, and Toronto, Canada.

Mr. Donnell is married and has

two children. He is a member of the Masonic fraternity.

Carman, Eugene M., president of Donnell, Carman & Mudge, Inc., leather manufacturers, Boston and Peabody, Mass., was born in Stockville, Nebraska, December 24, 1886. He received his early education in the public schools of Stockville and Denver, and later attended the English High School, Cambridge, Mass. In 1903 he entered the employ of H. E. Gutterson and in 1905 went into business for himself as a member of the firm of Gilbert & Carman. He subsequently founded the E. M. Carman Company and in 1908 associated himself with A. F. Clapp & Company, which developed into Donnell, Carman & Mudge, Inc.

This company has a factory in Peabody, offices and warerooms on South Street, Boston, and branches in New York, Philadelphia, Chicago, Rochester, Cincinnati, and Toronto, Canada. It employs about 150 operatives in the production of sheepskin, skivers, export kid, and patent leather, which are widely known under the trademark, "Perfection Brand."

Mr. Carman is also president and principal owner of the Somerville Press Publishing Company, publishers of a weekly newspaper, and a director of the Highland Bank of Somerville.

In 1918 and 1919 he served on the Board of Aldermen of Somerville.

Mr. Carman was one of the party who sailed for Europe soon after the Armistice was signed to investigate the condition of the shoe and leather industry abroad. The party visited the various shoe and leather centers of England, France, and Italy.

He is a member of the Elks, Odd Fellows, Knight Templars, Aleppo Temple, and two blue lodges, Soley and Somerville.

Mr. Carman was married in Beverly June 17, 1908, to Susie B. Dinsmore, daughter of James C. Dinsmore. He has two children.

Mudge, Harding P., vice-president of Donnell, Carman & Mudge, Inc., leather manufacturers, Boston and Peabody, Mass., was born in Kansas, April 11, 1887. He came to Massachusetts as a boy and received his education in the schools of Danvers. In 1905 he entered the employ of the leather house of Frank Hunt & Company, with whom he remained one year. He then spent five years with Besse, Osborn & Odell. After that he associated himself with the firm of A. F. Clapp & Company, which five years later was reorganized as Donnell, Carman & Mudge, Inc., with Mr. Mudge as vice-president.

The house of Donnell, Carman & Mudge, Inc., is engaged in the manufacture of sheepskins, skivers, export kid, and patent leather. The factory is in Peabody, and 150 hands are employed. In addition to offices and warerooms on South Street, Boston, the company maintains branches in New York, Philadelphia, Chicago, Rochester, Cincinnati, and Toronto, Canada. The trademark of the company is "Perfection Brand."

Mr. Mudge is married and has two children. He is a member of the Masonic fraternity.

Stecher, Charles A., secretary and clerk of Donnell, Carman & Mudge, Inc., leather manufacturers, Boston and Peabody, Mass., was born in Boston, April 4, 1867, and received his education in the Boston schools. After leaving school he learned the leather business in the employ of Charles H. Tigh, with whom he remained eight years. He was subsequently with Enos Sears two years, and with A. F. Clapp & Com-

pany nineteen years. When the latter concern was merged into Donnell, Carman & Mudge, Inc., Mr. Stecher was chosen secretary and clerk of the new corporation, which office he has continued to hold.

Donnell, Carman & Mudge, Inc., manufacture sheepskins, skivers, export kid, and patent leather, bearing the trademark "Perfection Brand." The company's factory is located in Peabody, where about 150 hands are employed in the production of its goods. The main offices and warerooms are on South Street, Boston, in addition to which the company maintains branches in New York, Philadelphia, Chicago, Rochester, Cincinnati, and Toronto, Canada.

Mr. Stecher is a member of the Boston Shoe Trades Club. He is married and has one child.

Donaldson, James, for many years a prominent figure in the shoe trade, started in business by opening a store at 389 Washington Street, Boston, for the sale of men's fine shoes. He subsequently admitted a partner, forming the firm of Donaldson & Donovan, and in addition to the store they operated a factory at Weymouth, Mass., where they manufactured the shoes which they sold in the store. They also opened a branch store at 21 Water Street, Boston, where the business was carried on until September, 1903, when the partnership was dissolved.

Mr. Donaldson then engaged in the real estate business, and was one of the first real estate operators in Boston to make long-term leases on real estate. In 1907 he organized a corporation known as the Old South Theatre Co., which included the Old South and Washington Street Theatres. Mr. Donaldson continued in the active manage-

ment of this company until his death, which occurred in 1910. He is survived by his daughter, Miss Isabelle Donaldson.

Bernard, Albert, leather manufacturer in business at 111 Lincoln Street, Boston, the second generation of his family to be associated in the leather business, a man widely known and highly respected in the trade, was the son of Bernard Bernard, a leather importer in Boston. His father died when he was but nineteen years old, and he took over the business and managed it for years, when he took into partnership with him a Mr. Friedman, under the firm name of Bernard & Friedman, for many years the largest tanners of best calf leather in this country. After ten years' successful business this firm was absorbed by the American Hide and Leather Company when the latter company was formed, it being one of the most important acquisitions to the upper leather trust.

Mr. Bernard became an officer in the American Hide and Leather Company, having had complete control of all sales. At the same time he was with this company he built one of the largest tanneries at Newark, N. J., and at this plant was one of the first in the United States to start manufacturing chrome tanned patent leather. Finally the patent leather business required all his time and he withdrew from the American Hide and Leather Company to take charge of his interests at Newark.

Mr. Bernard was the senior partner of the first tanning business to be started at Whitefield, N. H., under the firm name of Albert Bernard & Son. He later organized a selling and merchandising business at 111 Lincoln Street, Boston, with his youngest son, Paul. Although handicapped by poor health and infirmity, he, through unmistakable

ability, built up a successful business that will be carried on by his two sons, Arthur and Paul.

During the early days of his career Mr. Bernard was a genius and master mind for creating styles and fashions in leather. He was the originator of white buck side leather and was also the originator and the first to put into practical use the method of snuffing and buffing leather and, together with the shoe firm of Endicott, Johnson & Co., originated gusset splits for shoe purposes.

When the senior partner of Bernard & Friedman, he successfully persuaded the Quartermaster's Department at Washington to use colored calf leather in army shoes, they previously having used black, and for a number of years all government specifications for army shoes called for Titan calf, a product made by Bernard & Friedman Company at that time.

Mr. Bernard was a Mason and Shriner of Aleppo Temple of Boston, and at one time was a member of the Boston Athletic Association and one of the original members of the Boston Bicycle Club, in the days when bicycling was very popular, many of the leading men in the shoe and leather business having been members of the club with him. He is survived by a widow and three sons, Arthur and Paul, of Boston, and Harold, superintendent of the G. Levor's Company's plant at Gloversville, N. Y., and a daughter, Mrs. Benjamin Dean, of Brookline.

Mr. Bernard died at his summer home at Wolfeboro, N. H., May 23, 1920, at the age of sixty, of chronic myocarditis. The funeral was held Tuesday, May 25, from 303 Harvard Street, Brookline. Rev. Mr. Anderson, minister of First Parish Church, Brookline, officiated. Burial was in Forest Hills cemetery.

Mr. Bernard had a host of friends

in the leather business, and it was with sorrow that they learned that such a shining light in the industry had passed away.

Parker, Holmes & Company, wholesale dealers in boots, shoes, rubbers, and findings, 600 Atlantic Avenue, Boston, Mass. This firm was founded January 1, 1881, under the name of Parker, Holmes & Company, at 141 Federal Street, Boston, by Edwin B. Holmes, Horace B. Parker, and Edward A. Perkins. On December 31, 1888, Horace B. Parker retired from the firm. The business was continued under the same name by Edwin B. Holmes and Edward A. Perkins. On January 1, 1904, Charles A. Perkins and Edward W. Perkins, a brother and a son of Edward A. Perkins, were admitted as partners. On the same date the firm moved from 141 Federal Street to 600 Atlantic Avenue. On January 1, 1910, Edwin P. Holmes, son of Edwin B. Holmes, was admitted as a partner. On December 13, 1913, the interests of Edward A., Charles A., and Edward W. Perkins were purchased, the business being continued under the same firm name, with Edwin B. Holmes and Edwin P. Holmes the only partners, until January 1, 1919, when Francis B. Holmes, a younger son of Edwin B. Holmes, was admitted as a partner.

On January 1, 1919, the firm of Parker, Holmes & Company engaged in the manufacture of boots and shoes in a factory located at South Natick, Mass., under a corporation title of P. H. & Co., Shoe Manufacturing Company. The manufacturing in this factory was discontinued in the latter part of October, 1919, and the corporation moved to a new factory, located at 110 K Street, South Boston, Mass. A new concrete building was constructed especially for the P. H. &

Co. Shoe Manufacturing Company, and the said corporation now has a factory fitted with the latest and most up-to-date shoe machinery that can possibly be obtained for the manufacture of shoes, with every condition as to arrangement of said machinery for manufacturing shoes at the least possible cost, with perfect lighting facilities, both as to daylight and electric light, and with all modern conveniences for the accommodation of the employees. The goods produced in this factory are confined to shoes made by the Goodyear Welt process. The factory has a capacity for turning out about 4,000 pairs of shoes per day. The trademark of the P. H. & Co. Shoe Manufacturing Company is "PAHOCO."

The officers of the P. H. & Co. Shoe Manufacturing Company consist of Edwin B. Holmes, President; Edwin P. Holmes, Vice-President; Francis B. Holmes, Clerk; Allan D. Reynolds, Treasurer; and Board of Directors, consisting of Edwin B. Holmes, Edwin P. Holmes, Francis B. Holmes, and Bradford B. Tirrell.

The firm of Parker, Holmes & Company maintains a branch jobbing house at 138 Duane Street, New York City, and also maintains offices in the following cities: Fall River, Mass., Harrisburg, Pa., Wilkesbarre, Pa., Cleveland, Ohio, Chicago, Ill., Detroit, Mich., and Los Angeles, Cal. The firm is also engaged in the exporting business, maintaining representatives in many foreign countries.

This firm is the only one in Boston remaining doing a wholesale shoe business under a partnership agreement that was engaged in the wholesale shoe business at the time this firm was formed, January 1, 1881.

The motto of Parker, Holmes & Company is "The greatest value for the money."

Holmes, Edwin Bradford, one of the founders and now senior member of the wholesale shoe firm of Parker, Holmes & Company, and President and Director of the P. H. & Co. Shoe Manufacturing Company, Boston, was born at North Abington, Mass., January 3, 1853. He is the son of Bradford Reed Holmes, born at Hartford, Maine, August 1, 1825, and Mary Elizabeth (Ford) Holmes, born at North Abington, Mass., December 23, 1829.

Mr. Holmes received his early education in the public schools, in the town of Abington, and afterwards attended a commercial college in Boston. In 1870 he entered the employ of Coverly Rogers & Company, 1 Pearl Street, Boston, wholesale dealers in boots and shoes, as a clerk in their office. In November of 1872, after the great fire in Boston, he entered the employ of Batchelder & Lincoln, shoe dealers in Dock Square, as clerk in the wholesale department, and in 1878 became a partner in that firm. He withdrew from said firm December 1, 1880, and on January 1, 1881, established the present firm of Parker, Holmes & Company, of which he is now senior member. On January 1, 1919 he was elected President and Director of the P. H. & Co. Shoe Manufacturing Company. (See history of company above.)

Mr. Holmes is a member of the Algonquin Club, Exchange Club, Brae Burn Country Club, Old Beacon Club, Boston Yacht Club, New England Genealogical Society, Beacon Society, and United States Power Boat Squadron. He is a member of the Masonic Order, having received all the degrees from the first to the thirty-third. He is Past Grand Master of Masons in Massachusetts, and member of the Board of Directors of the Grand Lodge; Trustee and Treasurer of

the Masonic Education and Charity Trust. He was the first president of the Shoe Wholesalers' Association of New England; also the first President of the Shoe Wholesalers' Association of the United States.

Mr. Holmes was for many years Vice-President and Director of the John Hancock Mutual Life Insurance Company, withdrawing from the insurance company to devote his whole time and attention to the shoe business. He is now Vice-President and Director of the Boylston National Bank. He has held several minor offices in the town of Brookline, Mass.

Mr. Holmes was married, January 12, 1880, at North Abington, Mass., to Sarah Frances Pratt, daughter of Isaac Reed and Sarah Williams (Ford) Pratt. He has three children, all of whom were born in Boston, namely, Mary Frances, October 5, 1882; Edwin Pratt, February 9, 1886; and Francis Bradford, December 27, 1887.

Holmes, Edwin Pratt, member of the wholesale shoe house of Parker, Holmes & Company, and Vice-President and Director of the P. H. & Co. Shoe Manufacturing Company, was born in Dorchester, Mass., February 9, 1886, the son of Edwin Bradford and Sarah Frances (Pratt) Holmes. After attending the Brookline grammar schools, he prepared for college at Volkman's private school. He graduated from Harvard College in the class of 1910, with the degree of A. B.

On January 1, 1910, the year of his graduation, Mr. Holmes was admitted to partnership in the firm of Parker, Holmes & Company. When this firm, in 1919, engaged in the shoe manufacturing business under the corporation title of P. H. & Co. Shoe Manufacturing Company, Mr. Holmes was elected

Vice-President and Director of the concern, which offices he has continued to hold.

Mr. Holmes has been active in trade matters, holding offices of membership in several important organizations, namely, Vice-President New England Shoe Wholesalers' Association, 1918-1919; President New England Shoe Wholesalers' Association, 1920; Vice-President, National Shoe Wholesalers' Association, 1918-1919-1920; member Allied Council of the Shoe and Leather Industries.

He is a member of the Masonic Order, and Worshipful Master, 1919-1920, of the Lodge of St. Andrew. He is also a member of the Union League Club of New York, Harvard Club of Boston, and Brae Burn Country Club.

Mr. Holmes was married in October, 1913, to Edith Noble Besse, daughter of Lyman W. and Henrietta Louisa (Segee) Besse of Springfield, Mass. He has two daughters, Elizabeth Pratt Holmes, born September 8, 1914,¹ and Eleanor Louisa Holmes, born August 8, 1917.

Varina, William T., Vice-President and Sales Manager of the Woodbury Shoe Company of Beverly, Mass., and Derry, N. H., was born in Newburyport, Mass., October 18, 1866, the son of Joseph and Charlotte E. (Goodwin) Varina. His father was born in Baltimore and his mother in Newburyport. Mr. Varina's father, grandfather and four uncles were all shoemakers, and they worked together, making shoes for a Lynn concern. His father worked at the bench for sixty years.

Mr. Varina was educated in the public schools of Newburyport, and after leaving high school went to work for E. P. Dodge & Company. In 1883 he entered the employ of the Woodbury Shoe Com-

pany, and in 1902, when the business was incorporated, he was made vice-president and sales manager of the company.

Mr. Varina is a member of the Masons, Elks, and American Mechanics Association. He is married.

MacDonald, John A., prominent member of the leather industry and founder of the J. A. MacDonald Company of Boston, Mass., and Gloversville, N. Y., was born at Cape North, Victoria, Canada, in 1888. He came to the United States as a boy and received his education in Boston. He entered the leather business and was employed by P. Reiley & Son for some years. In November, 1917, he established the J. A. MacDonald Company.

The J. A. MacDonald Company manufactures all side leather, kid, and cabrettas, which are sold under the trademark of "Thistle Brand." The factory is located at Gloversville, N. Y., where two hundred hands are employed. The company also has offices and salesrooms on South Street, Boston.

Mr. MacDonald is a member of the Masons and Odd Fellows. He is married and has one child.

Gutterman, Louis, prominent Boston leather merchant, is President and Treasurer of the A. M. Gutterman & Sons Company, sole leather and cut soles, 76 High Street, Boston. He is also treasurer of the Coleman Robert Shoe Company and the L. G. & S. S. Company, both of Boston, and a director of the Security Trust Company, Lynn, Mass. He is a member of the Boston City Club, Reciprocity Club, and Boston Chamber of Commerce. Mr. Gutterman has two children, William Thaxter Gutterman and Robert Philip Gutterman.

Woodbury Shoe Company, of Beverly, Mass., and Derry, N. H., one of the best known shoe manufacturing concerns in the country, was founded by three brothers, Thomas Woodbury, Rufus H. Woodbury and H. O. Woodbury, on January 17, 1869. They commenced business in one of the little shops, 10 x 14, so common in those days. Their capital was eighty dollars and the value of their kit ten dollars. They began by manufacturing three point slippers, which at that time were exceedingly popular. Their first product, for which the uppers were cut on their mother's ironing board at home, was sold to D. Lefavour & Son, then one of the most prominent shoe manufacturing concerns in Beverly. H. O. Woodbury did the selling and their first customer outside of Beverly was the firm of Lindsey & Gibbs, Pearl Street, Boston. Mr. Woodbury sold goods to this concern and its successors for forty-seven years, in fact as long as they continued to handle shoes. Thomas Woodbury withdrew from membership in the firm in 1872, but continued with the business as foreman of the heeling department. A stitching machine was added to the outfit and subsequently the firm moved into a shop on the corner of Hale and Corning Streets, where they occupied a room on the second floor. In 1872 they built a shop on what is now the R. H. Woodbury estate, and later they moved up town, taking the old Gray morocco factory on River Street. In 1877 they purchased the Frost box factory on the corner of Federal and River Streets and enlarged it in 1882. This factory was destroyed by fire in 1891. They then took the business to Dover, N. H., but returned to Beverly in 1893 on the completion of the present factory on

Rantoul Street. The firm also has a factory at Derry, N. H., in charge of Fred Le Wallis, who has been with the company since 1885. The capacity of the Beverly shop is 5,000 pairs and the Derry factory 3,000 pairs daily. The Woodbury Shoe Company was incorporated on July 1, 1902, with Rufus H. Woodbury, H. O. Woodbury, Rufus H. Woodbury, Jr., and William T. Varina as members of the company. Rufus H. Woodbury died January 20, 1905. Orpheus L. Woodbury was subsequently admitted to the concern, following his graduation from Williams College. The present officers of the company are: H. O. Woodbury, president and general manager; William T. Varina, vice-president and sales manager; Rufus H. Woodbury, Jr., treasurer and factory manager; and Orpheus L. Woodbury, secretary and purchasing agent. The company makes women's shoes exclusively in turns and McKay sewed, specializing in "Comfort" and "Warm" brands, the latter being made of felt and intended for winter wear. The product of the companies factories is shipped to all parts of the country. The name "Woodbury" is looked upon by the trade as a synonym for honest workmanship and material.

Woodbury, Hezekiah O., President and General Manager of the Woodbury Shoe Company, Beverly, Mass., was born in Beverly in 1850. His father, Thomas Woodbury, was one of the three Woodbury brothers who in 1869 founded the business. Hezekiah O. Woodbury received his education in the public schools. At the age of fifteen years he entered his father's employ, and has been connected with the concern ever since. When the business was incorporated on July 1, 1902, as the Woodbury Shoe Company, Mr.

Woodbury was elected President of the corporation, which office he now holds and also that of General Manager. (See history of company).

Mr. Woodbury is a member of the Odd Fellows and in politics is affiliated with the Republican party. He is married and has two children.

Lennox, George W., President of the Haverhill Trust Company and formerly a member of the well-known leather house of Lennox & Briggs, was born at Oswego, N. Y., in July, 1854, the son of Michael Lennox, born at Oswego in 1810, and Sarah (Kehoe) Lennox, born in Canada in 1820. His father was engaged in the leather business.

Mr. Lennox was educated in the schools of Oswego. After leaving school he went to work for the firm of Allen & Birchard, by whom he was employed for four years at Oswego and for one year at Cleveland.

In 1881 Mr. Lennox established the Clerk & Lennox Company at Haverhill, Mass., to finish India tanned goat and sheep skins. The firm was very successful and became the largest producer of this kind of stock in the United States. Mr. Charles Briggs joined the firm in 1887, and the firm changed its name to Lennox & Briggs. About 1890 they started to import all the skins which they finished; for several years they finished 800 dozen per day, which was more than any other firm was doing at that time. They were the originators of the glazed colored kid and for several years were the leaders in colored kid. When India kid went out of style, they started to make chrome kid and were successful and established a large foreign trade.

Mr. Lennox retired from the firm of Lennox & Briggs in June, 1916, and now devotes his time to other kinds of business. He is president

of the Haverhill Milling Company and the Haverhill Trust Company, but tries to keep in touch with the leather business also.

Mr. Lennox is a Republican in politics. He is married and has three children.

Ingalls-Ryan-Yozell Company, tanners of sheep leather, 34-36 South Street, Boston. This company was established in August, 1916, and though one of the youngest concerns in the business, is widely and favorably known to the shoe and leather trade. Its product is sold to dealers and shoe manufacturers and it has been remarkably successful in this field. Maurice Yozell is treasurer of the company.

Growing, Henry G., leather merchant and member of the firm of Charles Buck & Son, 44 North Market street, Boston. His father's name was Samuel H. Growing. Mr. Growing commenced business with Charles Buck & Son in July, 1884. This firm deals in hides, skins, and belts. They have an extensive trade in New England and the West.

Mr. Growing is married; his wife's name before her marriage was Miss Mary E. Balch.

Woodbury, Daniel, a well-known old-time morocco manufacturer, was born in Beverly, Mass., May 10, 1819, the son of Daniel and Olivia (Sheldon) Woodbury. He was educated in the common schools. After serving an apprenticeship of five years with a Major Black, he entered the morocco business for himself. He was a Republican and about 1856 became Postmaster of Beverly, serving eight years. He married Sophia Burnham of Essex, Mass. He had one son, Albert B. Woodbury.

ALBURY
VIRGINIA
VIRGINIA

N

JUN 21 1995

MSH 08264

